

**Study  
Note  
2003-01**

## **Evaluation of the Buddy Team Assignment Program**

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**United States Army Research Institute  
for the Behavioral and Social Sciences**

**October 2002**

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**20021126 085**

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**A Directorate of the U.S. Total Army Personnel Command**

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REPORT DOCUMENTATION PAGE					
1. REPORT DATE (dd-mm-yy) 29 July 02		2. REPORT TYPE Final Report		3. DATES COVERED (from. . . to) 9/29/00 – 7/29/02	
4. TITLE AND SUBTITLE Evaluation of the Buddy Team Assignment Program				5a. CONTRACT OR GRANT NUMBER DASW01-98-D-0047	
				5b. PROGRAM ELEMENT NUMBER 665803	
6. AUTHOR(S) Peter F. Ramsberger (HumRRO), Peter Legree and Lisa Mills (U.S. Army Research Institute)				5c. PROJECT NUMBER D730	
				5d. TASK NUMBER 264	
				5e. WORK UNIT NUMBER C01	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Human Resources Research Organization 66 Canal Center Plaza, Ste 400 Alexandria, VA 22314				8. PERFORMING ORGANIZATION REPORT NUMBER FR 02-20	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES) U. S. Army Research Institute for the Behavioral and Social Sciences 5001 Eisenhower Avenue Alexandria, VA 22333-5600				10. MONITOR ACRONYM ARI	
				11. MONITOR REPORT NUMBER Study Note 2003-01	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution is unlimited.					
13. SUPPLEMENTARY NOTES Peter Legree, Contracting Officer's Representative					
14. ABSTRACT ( <i>Maximum 200 words</i> ): All Infantry soldiers are assigned a battle buddy during One Station Unit Training (OSUT). In 2000, a pilot program was initiated in which some buddy pairs were also assigned together to their first operational units. The hope was that a familiar face would lessen the stress associated with making this transition, and thereby lower attrition rates. During the pilot period, soldiers with Military Occupational Specialty 11M (Fighting Vehicle Infantryman) were either assigned to the Buddy Team Assignment Program (BTAP) or designated as controls for research purposes. Over a 3-month period, soldiers at Fort Benning, GA were surveyed just before graduating from OSUT and asked a variety of questions about their experience, particularly focusing on their battle buddies. Parallel surveys were administered to BTAP and control soldiers in the field. Results showed that battle buddies had a highly positive impact during OSUT and were generally well liked. This impact was reduced once soldiers were in the field, although there was still greater evidence of a positive than a negative impact. The results suggest that the degree to which soldiers like one another and the level at which they are assigned together (e.g., squad, platoon) have a major impact on program outcomes.					
15. SUBJECT TERMS One Station Unit Training, Battle Buddies, Buddy Team Assignment Program, Attrition					
SECURITY CLASSIFICATION OF			19. LIMITATION OF ABSTRACT  Unlimited	20. NUMBER OF PAGES  154	21. RESPONSIBLE PERSON (Name and Telephone Number)  Peter Legree (703) 617-0307
16. REPORT Unclassified	17. ABSTRACT Unclassified	18. THIS PAGE Unclassified			


Standard Form 298

## FOREWORD

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In the year 2000, the Chief of Infantry initiated the Buddy Team Assignment Program (BTAP) in which soldiers who had been assigned as battle buddies during One Station Unit Training would also be assigned together to their first operational unit. The hope was that the BTAP would lessen some of the strain that is placed on young soldiers during this period and thereby lessen attrition rates. The U.S. Army Research Institute for the Behavioral and Social Sciences was engaged to perform an evaluation of this program to ascertain whether it was having the intended effects and whether there were potential improvements that could maximize such effects.

This report describes the evaluation. This involved developing three different forms of a survey which was then administered to (a) soldiers about to graduate from training, (b) soldiers in the field who were assigned to the program, and (c) soldiers in the field who had been designated as "controls" for evaluation purposes. The results of the surveys are presented in detail along with several recommendations in the form of suggested BTAP guidelines. This information has been provided via an information paper to the Deputy Chief of Staff (G-1) and through reports and a video teleconference to the U.S. Total Army Personnel Command and the Initial Training Brigade at Fort Benning.



STEPHEN L. GOLDBERG  
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# EVALUATION OF THE BUDDY TEAM ASSIGNMENT PROGRAM

## EXECUTIVE SUMMARY

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### Requirement:

In FY 2000, the Chief of Infantry initiated a pilot program in which some soldiers who were assigned as battle buddies during One Station Unit Training (OSUT) would also be assigned together to their first operational unit. This initiative was named the Buddy Team Assignment Program (BTAP). It was hoped the presence of a familiar and trusted face during this critical transition period would assist these soldiers in making the adjustment and thereby decrease the incidence of attrition. During the pilot phase, the program was only open to soldiers in the 11M (Fighting Vehicle Infantryman) MOS. In addition, while some soldiers were assigned to BTAP, another group was designated to be part of the control group for evaluation purposes. Soldiers in the control group were assigned Battle Buddies during OSUT, but these Battle Buddies were not assigned to the same first operational unit. This research was undertaken to determine how well the program was operating, whether it was having its intended effects, and what steps, if any, might be taken to improve its operations and outcomes.

### Procedures:

The first step in conducting the BTAP evaluation was to develop a model that highlighted the major influences on the stay/leave decision. Based on this model, a survey was created that assessed its elements, including: (a) key personality variables, (b) background and potential situational influences, (c) self assessments of characteristics related to success in the Army, (d) buddy interactions, (e) buddy assessments, (f) unit factors, and (g) perceptions of leadership. In addition, several outcome measures were included such as morale, career intentions, and stress levels. The survey instrument was then altered to fit three respondent groups: (a) soldiers on the verge of completing OSUT, (b) BTAP soldiers in their units, and (c) control soldiers in their units. The most notable variations across instruments included asking questions specific to BTAP (e.g., at what unit level were you and your buddy assigned), and modifying questions to fit the control group (e.g., asking for evaluations of one's closest friend in the unit rather than an assigned buddy).

End-of-training surveys were administered to each 11M OSUT class in the April-July 2001 timeframe. Rosters provided by the U.S. Total Army Personnel Command (PERSCOM) were used to identify BTAP and control soldier units/locations. Surveys were then distributed to points of contact at each of these locations with instructions for their administration and return. In addition, Social Security Numbers (requested on the survey) were used to match records to the Enlisted Master File to determine attrition status as of December 2001.

## Findings:

*Training Survey.* The training survey results indicated generally positive effects from the battle buddy system. These included the following:

- 85% of respondents said they were at least somewhat responsible for their battle buddy's success.
- 94% of respondents said they helped their battle buddy somewhat or a great deal.
- Over half of the respondents indicated that their battle buddy had a positive effect on them in terms of each of 14 factors included in the survey (e.g., confidence, morale, commitment).
- There was a positive, significant relationship between liking one's battle buddy and self-rated morale.

The fact that less than half of the respondents (46%) had only one battle buddy during OSUT suggests that positive outcomes may be realized by seeking ways to stabilize the buddy teams. This recommendation is predicated on the notion that the longer such teams have to work together, the greater the level of trust and reliance they will develop. In addition, clear effects were found based on whether soldiers liked their battle buddies. These included higher ratings of their buddies and more positive assessments of the impact their buddy had.

*Unit Survey.* There was evidence of some confusion on the part of BTAP soldiers regarding their inclusion in the program. Of the 60 buddy pairs that were identified through the analysis of U.S. Army personnel records, in only 25 cases did both soldiers say that they were assigned to their unit with their buddy. In all other pairs, one or both soldiers indicated that they were not. In addition, more than half of the soldiers indicated that they and their buddy were assigned at the company level or above when they arrived at their unit. There was also clear evidence that assignment level affected level of interaction, which in turn affected level of influence.

The data indicate that buddies had much less influence in the unit than in training. For instance, 85% of OSUT respondents said they were somewhat or very responsible for their battle buddy's success, as compared to 52% of soldiers in the field. Such outcomes may be due to a variety of causes, including the fact that a large percentage of buddies were assigned in such a way as to constrain the amount of possible interaction. However, across dimensions, an average of 35% of BTAP soldiers said their buddy had a positive or very positive effect on them, while very small proportions (2-10%) indicated that their buddy had a negative impact.

### Utilization of Findings:

Two primary recommendations surface from these findings. First, the degree to which battle buddies liked one another was positively related to a variety of factors (e.g., amount of interaction, assessment of buddy, assessment of buddy influence). Fortunately, a very high percentage of soldiers (81%) said they liked their buddy. Still, given the importance of this factor, it seems warranted to continue investigating ways to maximize the likelihood that battle buddies will get along. This could include administering surveys at the start of training that seek information that could be used to form buddy teams (e.g., interests, background). Even should this be done, however, it is unlikely that all teams will get along. Fortunately, survey results from soldiers in the field did not suggest that buddies who failed to get along had a negative impact when assigned together. Rather, it appears that they simply chose not to interact, thereby voiding any potential positive outcomes. But in general, it may be wise to not assign soldiers together in cases where there is evident dislike between them.

Another element that is important to the success of the program is to ensure that it functions in the way intended. This includes informing soldiers they are being assigned together and taking steps to make sure they are placed at the smallest unit level possible. There was apparent confusion on the first issue among the unit survey respondents. The evidence regarding level of assignment indicated that interaction and positive outcomes are associated with soldiers being placed in the same squad or platoon. Steps have already been initiated to correct such problems, including developing software for assigning and tracking buddy teams.

# EVALUATION OF THE BUDDY TEAM ASSIGNMENT PROGRAM

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# **EVALUATION OF THE BUDDY TEAM ASSIGNMENT PROGRAM**

## **BACKGROUND**

Attrition is an ongoing problem confronted by the U.S. Army as well as the other branches of the Armed Forces. Approximately one-third of each cohort entering the military fails to complete a three-year term of service. Most of this attrition (75-80%) is the result of a failure to meet the minimum behavioral or performance criteria (Laurence, Naughton, & Harris, 1995). The cost to the Army is significant. For instance, the General Accounting Office estimates that the cost of replacing a fully-trained servicemember is approximately \$38,000 (U.S. General Accounting Office, 2001). In addition, there is the less tangible price the Army pays in the form of such factors as personnel disruption and damage to unit cohesion.

The primary focus of much of the research done to understand the phenomenon of attrition has been on identifying background and/or personal characteristics that are associated with individuals who fail to complete their terms of service. Thus, over the years it has been repeatedly demonstrated that high school graduates are less likely to leave service prematurely than are non-graduates. Similarly, it has been shown time and again that those who score lower on the Armed Services Vocational Aptitude Battery (ASVAB), the military entrance test, are more likely to attrit than their higher scoring counterparts. Other factors that have been shown to be associated with military attrition include pre-service moral offenses (e.g., arrests) and gender (with women more likely to attrit).

One method by which attrition could possibly be reduced is to provide greater support as new recruits seek to make the transition from citizen to soldier. This was one of the factors that led the U. S. Army Training and Doctrine Command (TRADOC) to mandate that all recruits in basic and advanced initial training be paired in teams of "battle buddies." TRADOC feels that this practice has the following benefits:

- Provides soldiers with sources of mutual support and assistance,
- Assists in the development of teamwork,
- Develops a sense of responsibility and accountability among soldiers,
- Improves safety during training, and
- Reduces the likelihood and opportunity for misconduct, sexual harassment, and suicide attempts/gestures.

The strains that may result in soldiers leaving the Army prematurely do not end after training is complete. In fact, making the transition to the first operational unit can be a particularly stressful time as individuals are sent to new locations where they must integrate with existing units and perform their expected job duties. Thus, the concept behind the Buddy Team Assignment Program (BTAP) is to assign training battle buddies together to their first unit, thereby providing a familiar face to serve as a source of continuing support and assistance.

BTAP was initiated by the Chief of Infantry in coordination with the U.S. Army Personnel Command (PERSCOM). The aim of the program was to reduce attrition by having soldiers serve with someone they already know in the hope that "the fear of the unknown and the initial trials that test young infantrymen [will] fall into perspective when a trusted buddy is on the flank" (Office of Infantry Proponency, 2001). BTAP began in the third quarter of FY 2000 as a pilot program for soldiers in a single Military Occupational Specialty (11M, Fighting Vehicle Infantryman). Training unit 1<sup>st</sup> Sergeants were instructed to designate BTAP teams by the end of the third week of One Station Unit Training (OSUT). This was largely done on a convenience basis, as the soldiers so designated had to be free from administrative constraints that would prevent their being assigned together (e.g., additional training commitments). To support the evaluation of the program, some portion of those soldiers not designated for BTAP were assigned to a control group. In addition, instructions were given to the training company 1SG that no information be given about the joint assignments until the end of the training period. Thus, all soldiers received the same treatment and had similar expectations throughout OSUT.

Upon graduation, BTAP soldiers were assigned with their battle buddies to their first unit, with the guidance that they be placed together at the lowest level possible (e.g., squad), and that they be allowed to continue to serve together for a minimum of six months. In September of 2001, a consolidation of Military Occupational Specialties (MOS) occurred in which the Fighting Vehicle Infantryman (11M) and Heavy Antiarmor Weapons Infantryman (11H) became Infantryman (11B). At this time, the trial implementation of BTAP was expanded to include all 11Bs. Software was put into place to track buddy teams over time, and research was undertaken to investigate the possibility of assessing personal characteristics (e.g., need for affiliation) and using this information to guide the formation of buddy teams.

The U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) was asked to evaluate BTAP. As described below, this was done by collecting data from soldiers at the end of training as well as soldiers who had already been assigned to their operational units. These data were then supplemented by information extracted from administrative records to isolate any effects of BTAP on attrition. This report describes the methodology by which this evaluation was carried out, as well as the results and their implications.

## **METHODOLOGY**

### **Overview**

Obtaining soldier input on BTAP was deemed critical to this evaluation. ARI made the decision to survey soldiers, both BTAP participants and controls, at two separate times: immediately prior to their leaving training (training survey) and following their arrival at their operational units (unit survey). In the first instance, information was gathered about soldier experiences with their battle buddies during OSUT. The unit survey was intended to provide data on the experiences of both BTAP soldiers and controls in regard to their adaptation to the Army and the extent to which they relied on their buddies (or friends) in



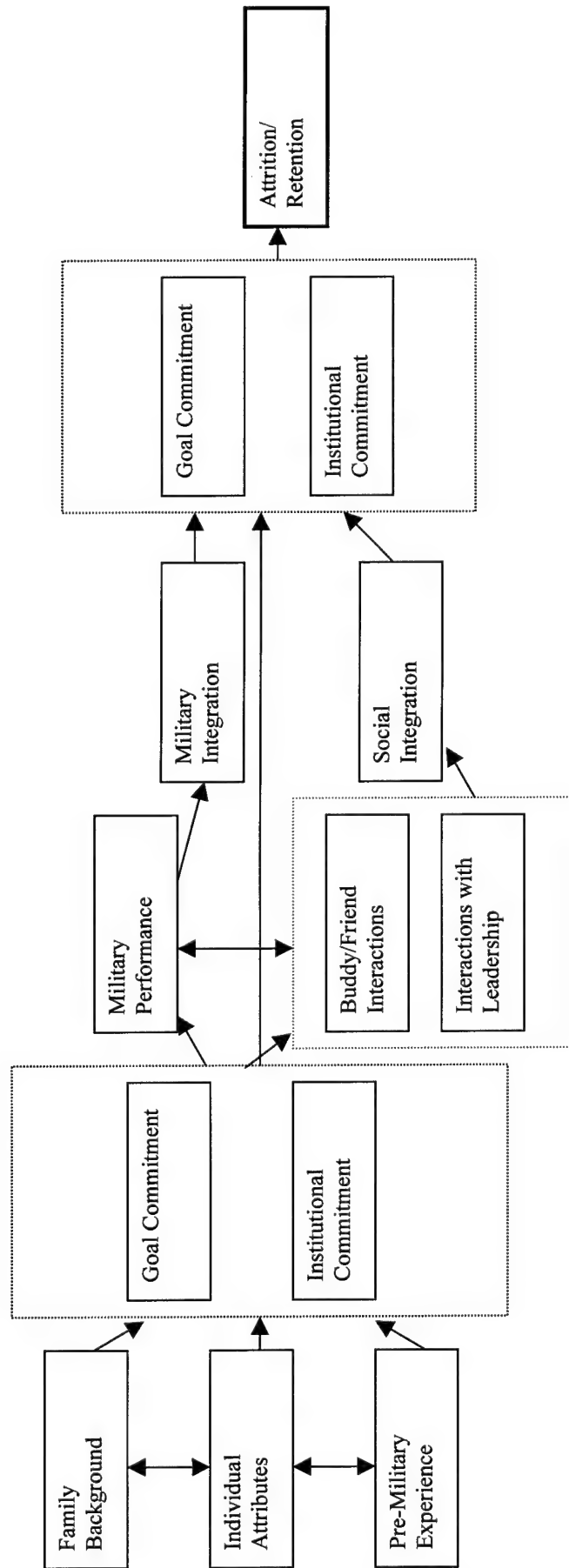
making the transition from training. Both the training and unit surveys also solicited opinions about the idea of assigning battle buddies together to their first units.

Ideally, the training and unit surveys would have been administered to the same soldiers so that changes in their attitudes over time could be monitored. This would provide the advantage of telling us if “real life” experience had an impact on views of BTAP, either positively or negatively. Unfortunately, however, the timeframe for the study would not allow this. Therefore, we collected cross-sectional data from soldiers at the end of training and those already in their units.

## **Evaluation Measures**

To guide the survey design efforts, a model was created that depicted the likely influences on the stay/leave decision (Figure 1). This was loosely adapted from Tinto (1975), who reviewed the college dropout literature. The surveys addressed the elements in the model as follows:

- Family background. Presence of wife/girlfriend, supportiveness of wife/girlfriend and central adult figures (e.g., parents, stepparents) of completing Army service, number of dependents, presence of family/friends in the area where stationed
- Individual attributes. Hardiness, need for affiliation, Armed Forces Qualification Test (AFQT) score, education
- Pre-military experience. Prior familiarity with area where assigned
- Goal commitment. Commitment to completing term
- Institutional commitment. Commitment to unit
- Military performance. Self ratings on 14 dimensions (e.g., confidence, motivation, satisfaction), promotions received, reenlistment eligibility, character of separation (if any)
- Buddy/friend interactions. Ratings of buddy on 14 dimensions, ratings of buddy/friend influence on 14 dimensions, frequency of interaction with buddy/friend, satisfaction with level of interaction, level of liking of buddy/friend
- Interactions with leadership. Ratings of company leadership on seven dimensions (e.g., leaders have high standards, treat soldiers with respect)
- Military integration. Commitment, unit morale, unit cohesion
- Social integration. Degree to which soldier gets along with peers, socialization with fellow soldiers outside of work



**Figure 1. A conceptual model of the stay/leave decision.**

With minor exceptions, the three surveys (training, unit-BTAP, unit-control) were identical (see Appendix A). The differences included adding items to the unit-BTAP survey to assess such factors as the level at which the buddies were assigned together, and changing the wording/instructions in the unit-control survey to assess attitudes towards one's best friend in the unit rather than one's buddy. Many of the items were adapted from existing surveys (e.g., the Sample Survey of Military Personnel). This provided some assurance that they had been found to adequately tap the dimensions of interest. Hardiness was measured through a 15-item survey developed by Bartone (1995). The questions cover three dimensions: commitment (e.g., trying your best really pays off in the end), control (e.g., by working hard you can always achieve your goals), and challenge (e.g., I enjoy the challenge when I have to do more than one thing at a time). For the purposes of this research, a mean value was computed to form a hardiness score. Based on Bartone's recommendation, an overall score was used rather than dimension-based subscores. Need for affiliation was measured with a 5-point scale developed by Steers and Braunstein (1976). Here, too, an overall mean score was computed.

Several outcome measures were included in the survey or extracted from military records. These included:

- Current level of morale
- Level of conflict / stress on the job and in personal life
- Career intentions
- Feelings about decision to enlist
- Feelings about buddy program
- Attrition

### **Survey Administration**

#### **Training Survey**

The administration of the end-of-training survey was a straightforward process. Arrangements were made with Ft. Benning personnel in charge of training soldiers in the 11M MOS to distribute the surveys within 2 weeks prior to graduation from OSUT. In addition to providing copies of the instrument, the Points Of Contact (POCs) were also given pre-addressed packages for the return of the completed surveys. This was done on a regular basis from April through the beginning of July of 2001. Thus, data were collected from all 11M graduates in the third quarter of FY 2001.

#### **Unit Survey**

The Army provided rosters of soldiers designated as BTAP participants or controls over the first several months of the program. These included names, social security numbers (SSNs), and Unit Identification Codes (UICs) for 428 soldiers entered into BTAP and 390 controls. The UICs were used to determine the location of each of the soldiers. ARI personnel contacted the POCs at each of the 22 units where these soldiers were stationed

to notify them of the impending arrival of the surveys and to obtain correct mailing addresses. Survey packages were then assembled, including:

- A cover letter signed by the Chief, Office of Infantry Proponency, explaining the purpose of the surveys and soliciting cooperation in their distribution and return.
- A set of instructions for survey distribution and return.
- A roster of soldiers to be surveyed, including space for POC comments on the distribution process (e.g., why survey was not completed).
- Individual envelopes for each survey respondent. Each of these was labeled with the soldier's name, SSN, and unit designation. Each contained the correct survey for that soldier (i.e., BTAP, Control), as well as another envelope in which the completed survey could be sealed before being returned to the unit POC.
- Prepaid packaging for the bulk return of the completed surveys.

The packages were sent by express delivery in July of 2001. Returns were received over the next four months.

## RESULTS

### Return Rate

A total of 964 completed training surveys were returned. In regard to the unit survey, 4 of the 22 units receiving surveys failed to return them, for a unit response rate of 82%. Table 1 shows the response rates for BTAP participants and controls.

**Table 1**  
**Field Survey Response Rates**  
**BTAP Participants and Controls**

	Surveys Sent	Surveys Returned	Response Rate
BTAP Participants	428	214	50%
Controls	390	207	53%

Although the POCs were asked to maintain rosters indicating why surveys were not completed, in most cases this information was either missing or incomplete. As a result, it is impossible for us to know exactly why the response rate was not higher. The most obvious reasons for lack of return, however, are that soldiers were misidentified as being in the unit in question or they left the Army. There appears to be no systematic bias in terms of the *units* who responded (e.g., 5 of the 7 units overseas were included). The most obvious source of bias in terms of individual respondents lies in the fact that early attritees are excluded. We can get some indication of the magnitude of this problem from the information that was provided by the POCs on reasons for nonresponse. This is summarized in Table 2.

**Table 2**  
**Administrative Conditions Preventing Data Collection**

	Soldier Not in Unit		Soldier Left Unit/Army	
	Number	Percent	Number	Percent
BTAP Participants	54	74%	19	26%
Controls	45	62%	27	37%

What is evident from these figures is that the majority of non-responses were due to the fact that soldiers were either misidentified as being in a given unit or had transferred from that unit or left the Army by the time the surveys were distributed. The fact that there was a slightly higher percentage of departed soldiers in the control group should not be taken as an indication of program effectiveness because the data are incomplete.

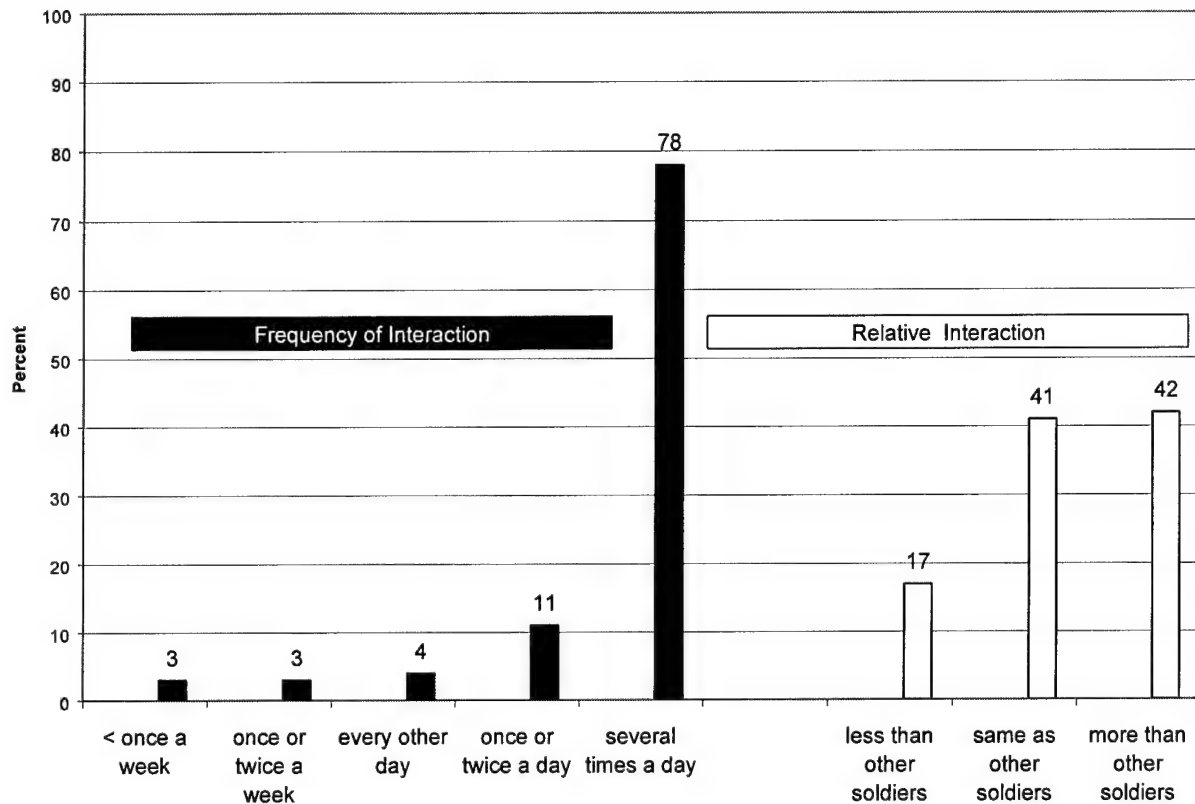
In examining the results, we will first focus on the training survey to obtain an indication of the experience these soldiers had with their battle buddies during OSUT. BTAP is founded on the idea that battle buddies bond during training and become “a trusted buddy on the flank,” so the survey was intended to test this assumption. After reviewing the training survey data, we will turn to the field survey to examine the impact of BTAP on soldiers in their operational units.

### **Training Survey Results**

#### **Overview of Buddy Teams**

Respondents to the training survey were asked several questions about their battle buddy experience during OSUT. TRADOC has implemented several guidelines for this function, including the stipulation that, should a battle buddy pair be broken up for any reason (e.g., attrition), a new buddy is to be assigned to the soldier(s) involved. To get a measure of the frequency with which this occurs, respondents were asked to indicate the number of battle buddies they had during OSUT. The bulk of soldiers (47%) said they had only one buddy, however, noteworthy percentages indicated that they had two (19%), three (7%), and four or more (21%) battle buddies. The average number of battle buddies assigned during OSUT was 1.9.

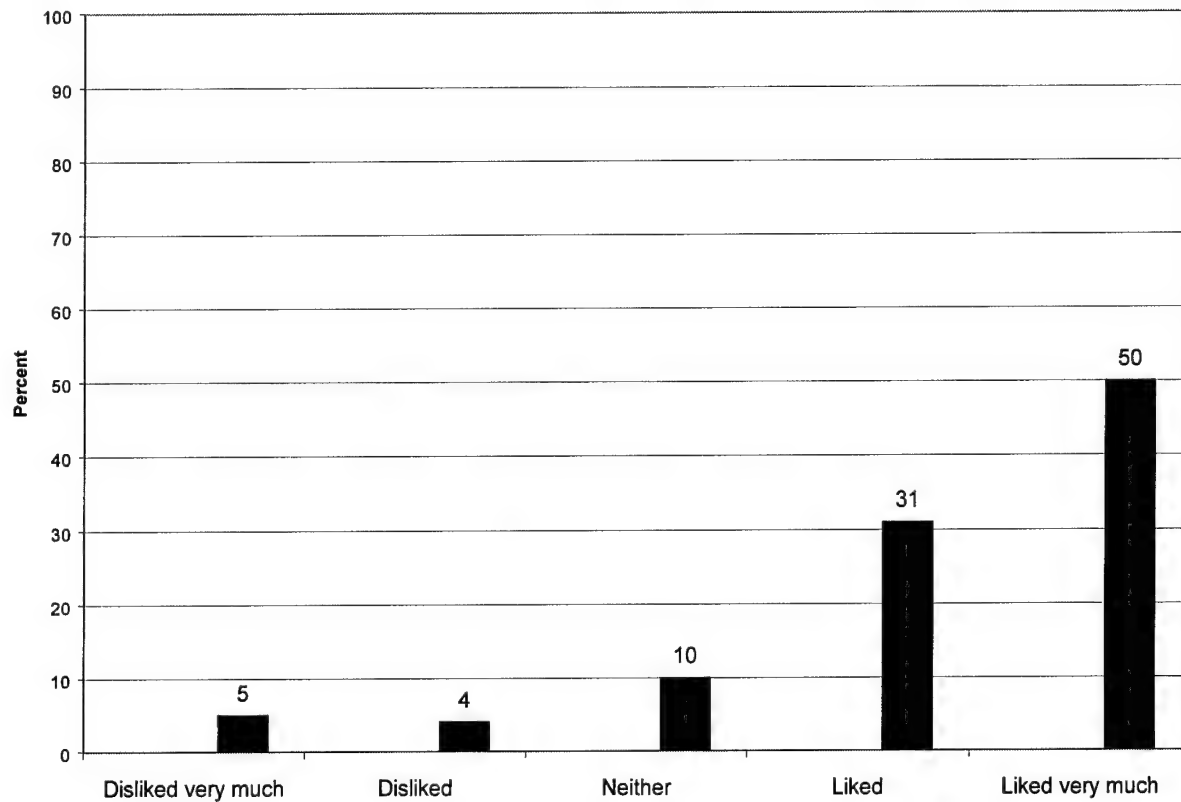
Soldiers were also asked how frequently they interacted with their battle buddies and how that amount compared to their interactions with other soldiers in their company. As seen in Figure 2, over three-quarters indicated that they interacted with their buddy several times a day, and about 40% each said that this was (a) comparable to, or (b) more than the time spent with other soldiers.



**Figure 2. Frequency and relative frequency of interaction with battle buddy.**

When asked how satisfied they were with the amount of interaction they had with their battle buddies, only 4% of respondents expressed dissatisfaction, while 20% were neutral in this regard and 76% were satisfied.

Figure 3 shows the degree to which soldiers liked their battle buddies. Over 80% of soldiers reported at least liking their battle buddy, with half saying they liked him very much.



**Figure 3. Level of liking for OSUT battle buddy.**

Finally, just 35% of the soldiers reported having known that they would be going to their first operational assignment with their battle buddies. The actual percentage of soldiers assigned to BTAP during this period is unknown.

## Evaluations of Self and Battle Buddies

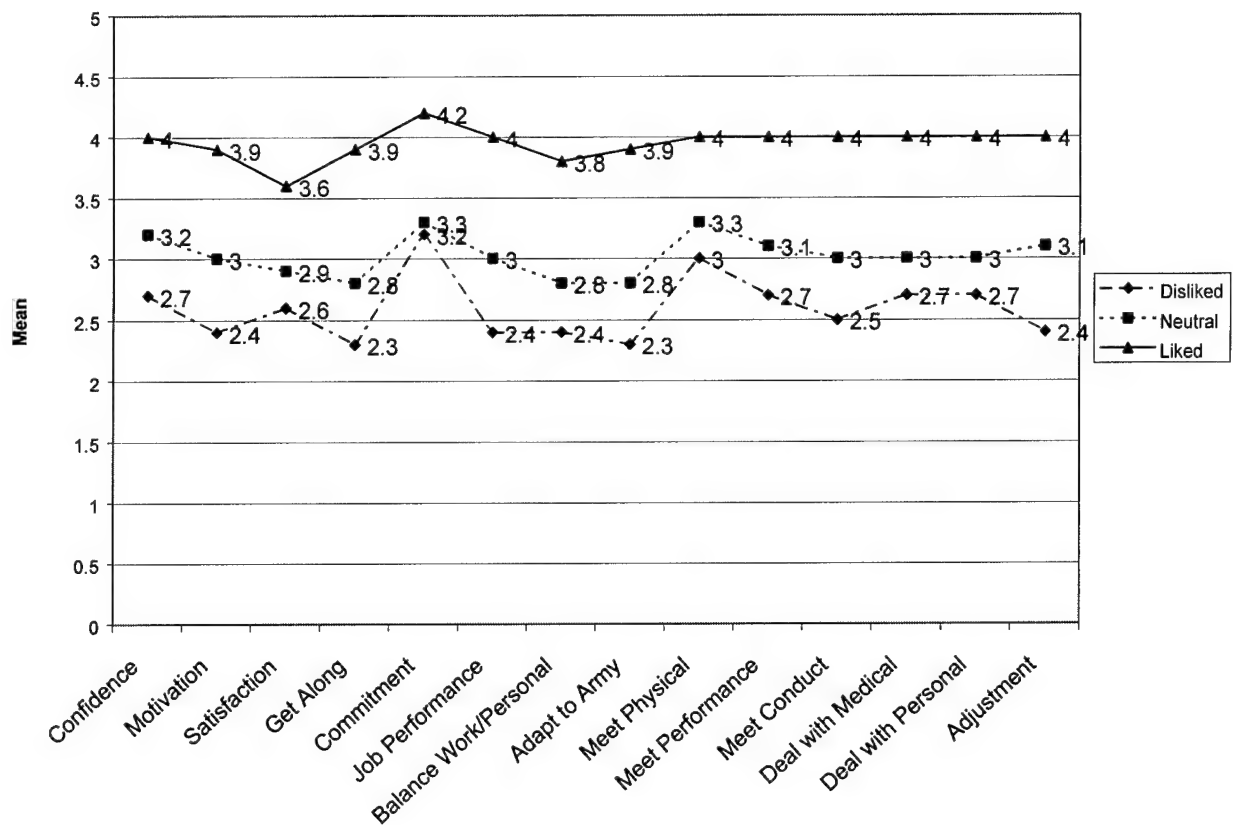
Soldiers were asked to rate themselves and their battle buddies on 14 dimensions. The ratings were done on a 5-point scale, where 1 = very low and 5 = very high. As shown in Table 3, average self ratings were all significantly higher than those given to battle buddies, with the differences between means ranging from .2 to .5. Overall, however, the ratings fell around the “high” range, indicating a strong sense of confidence in the abilities of oneself and one’s buddy.

**Table 3**  
**Mean Self and Battle Buddy Ratings**

Dimension	Self Rating	Battle Buddy Rating
Confidence	4.2	3.9
Motivation	4.2	3.7
Army satisfaction	3.7	3.5
Ability to get along with others	4.0	3.6
Commitment	4.7	4.1
Job performance	4.3	3.8
Ability to balance work/personal lives	4.0	3.6
Ability to adapt to the Army lifestyle	4.2	3.7
Ability to meet physical standards	4.2	3.9
Ability to meet performance standards	4.3	3.8
Ability to meet conduct standards	4.4	3.8
Ability to deal with medical problems	4.2	3.8
Ability to deal with personal problems	4.1	3.8
Ability to adjust to company	4.1	3.8

Note: All mean self and buddy ratings significantly different,  $p < .01$ .



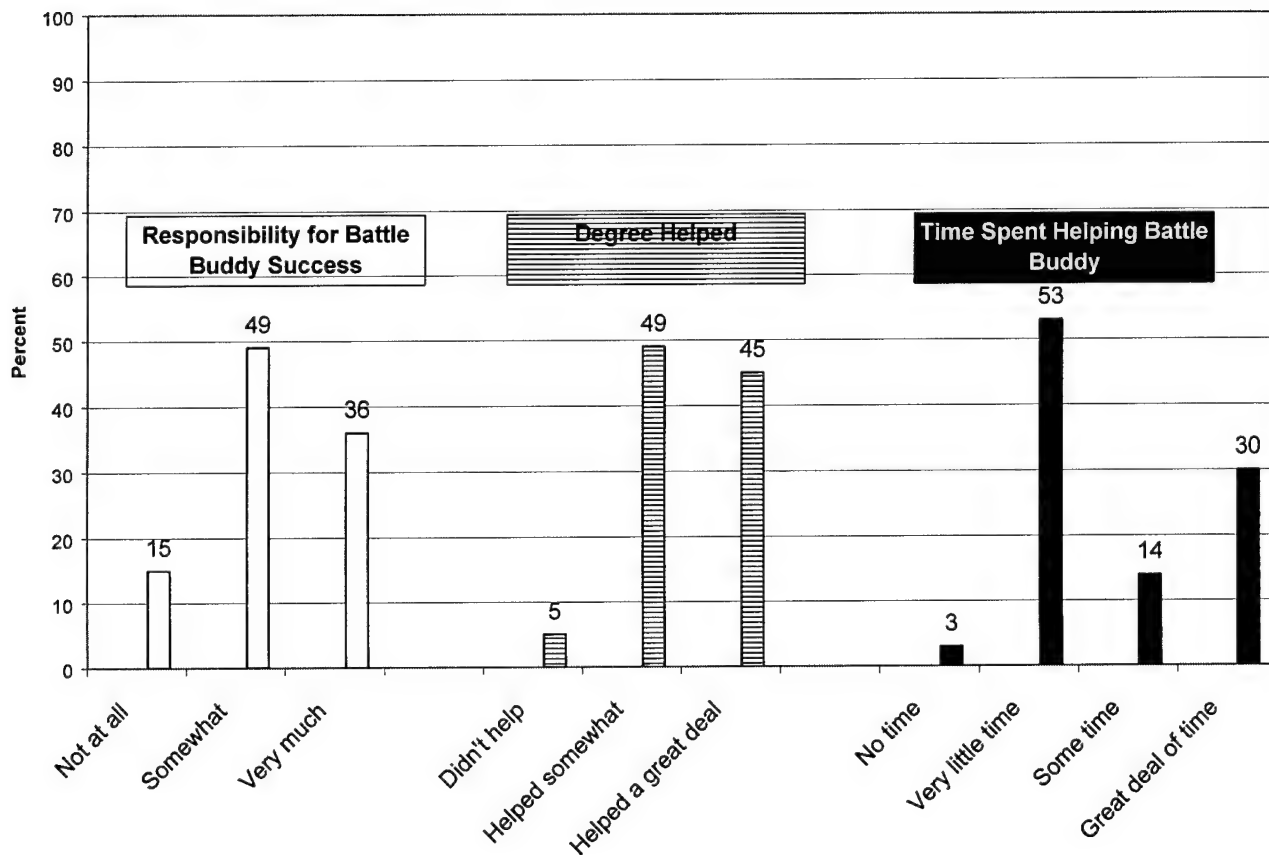


**Figure 4. Relationship between liking of battle buddy and ratings.**

As seen in Figure 4, there was a clear relationship between the degree to which a battle buddy was liked and the ratings he was given. However, the data do not allow us to determine causality. That is, do soldiers rate buddies they like higher? Or do they have a greater degree of liking for those whom they see as more capable or better adjusted? Perhaps there is some other factor that underlies both their perceptions of their buddy and their liking for him.

## Impact on Battle Buddy

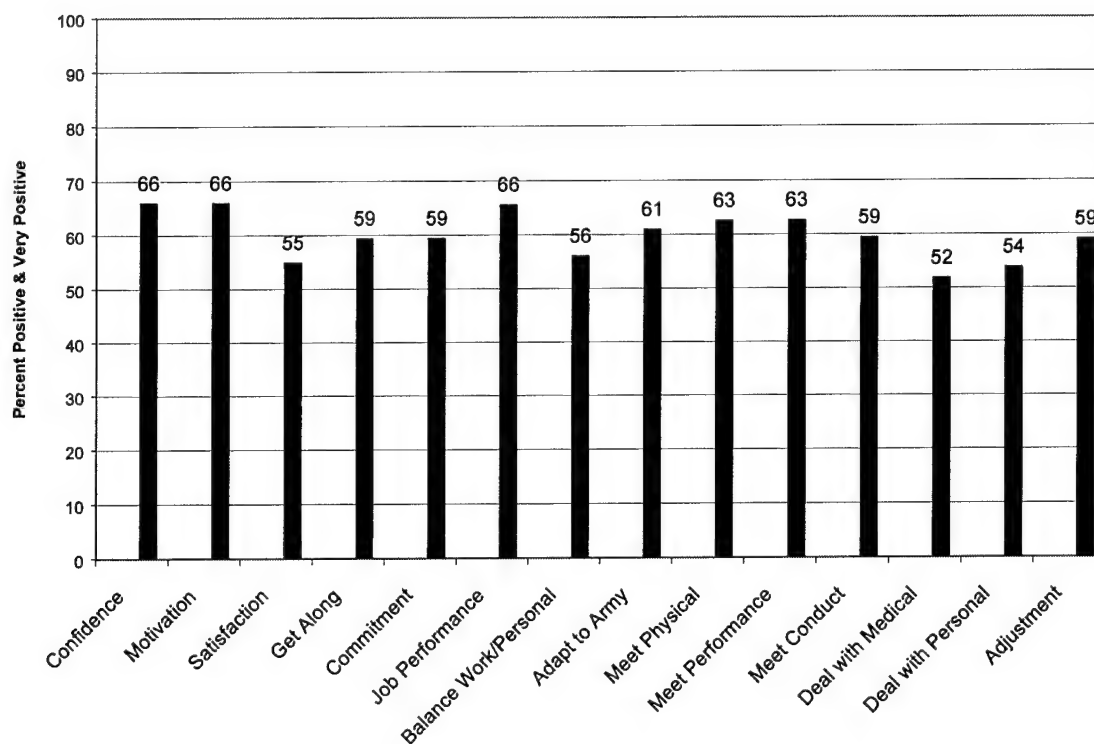
Soldiers were asked to indicate (a) the degree to which they felt responsible for their battle buddy's success in training, (b) how much they think they helped their battle buddy, and (c) the amount of time they spent helping him. As seen in Figure 5, about half of the respondents said they were somewhat responsible for their battle buddy's success and 36% felt very responsible. About half of the respondents felt they helped their buddy somewhat, while 45% said they helped him a great deal. However, the majority of soldiers reported they spent little to no time in this pursuit.



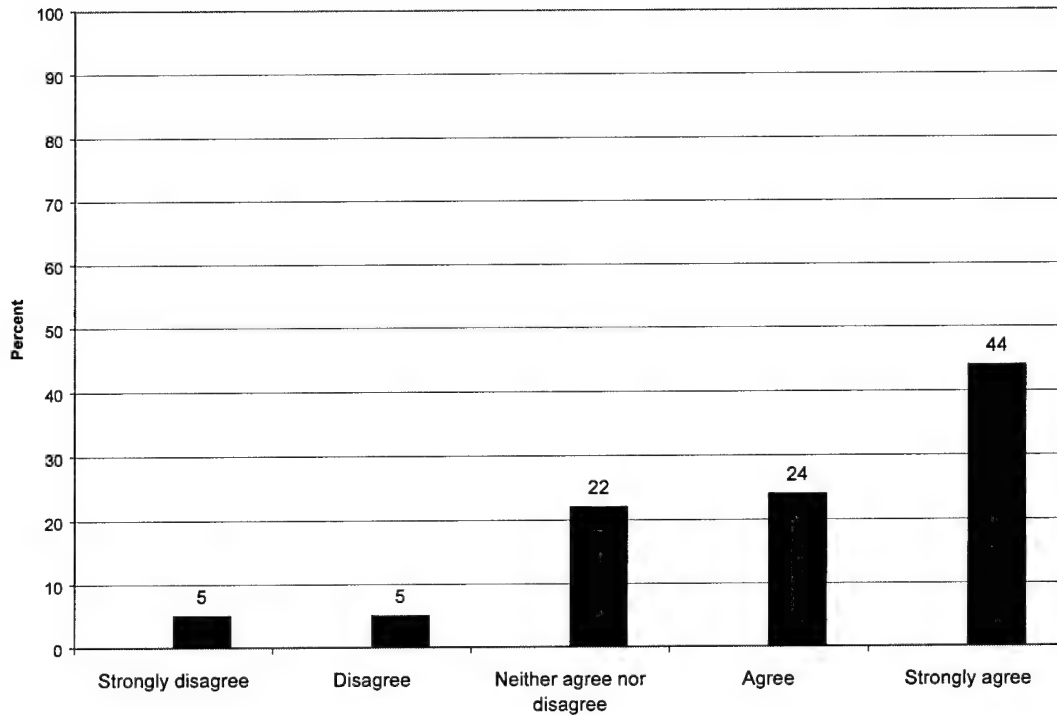
**Figure 5. Soldier ratings of impact on battle buddy and time spent helping.**

## Battle Buddy Impact

Using the same dimensions on which they rated themselves and their battle buddies, soldiers were asked to indicate the impact their buddy had on them (1 = very negative, 5 = very positive). Figure 6 shows that on every dimension, over half of the soldiers replied “positive” or “very positive.” Conversely, the percent of soldiers who indicated that their buddy had a negative or very negative effect was uniformly low, ranging from 4.3% (dealing with medical problems) to 7.8% (satisfaction with the Army). As with the liking-rating relationship demonstrated earlier, soldiers rated the impact their buddy had on them more positively when they liked him. The average influence rating for disliked battle buddies was 2.96, compared to 3.26 among those who gave neutral ratings, and 3.96 by those who liked their battle buddy.



**Figure 6. Percent of soldiers indicating battle buddy had a positive or very positive impact.**



**Figure 7. Level of agreement that BTAP is a good Army practice.**

### **Soldiers' Opinions About BTAP**

The final question in the training survey asked respondents to indicate their level of agreement with the following statement: Assigning OSUT battle buddies together to the same first duty unit is a good Army practice. As seen in Figure 7, over two-thirds of these soldiers either agreed or strongly agreed with this notion.

About 60% of respondents also offered written explanations for their evaluations of the program. (Complete comments are presented in Appendix B.) Content analysis of these remarks was performed, and the results are shown in Table 4. As is evident from these figures, soldiers with positive views of the program see much the same value in it as was posited by BTAP's creators. That is, they see a benefit in having someone they know and trust with them during the transition to their first duty unit.

*I believe it is good for the Army to assign battle buddies from OSUT because that way they at least feel comfortable with one person instead of meeting brand new people all over again.*

*For one reason why I strongly agree is because we all went through the same training environment together. It's like a brotherhood. We all know our strong points and our weak spots.*

The primary concern expressed about the program concerned the possibility of not liking or getting along with one's battle buddy.

*It depends on how the battle buddies feel about each other.*

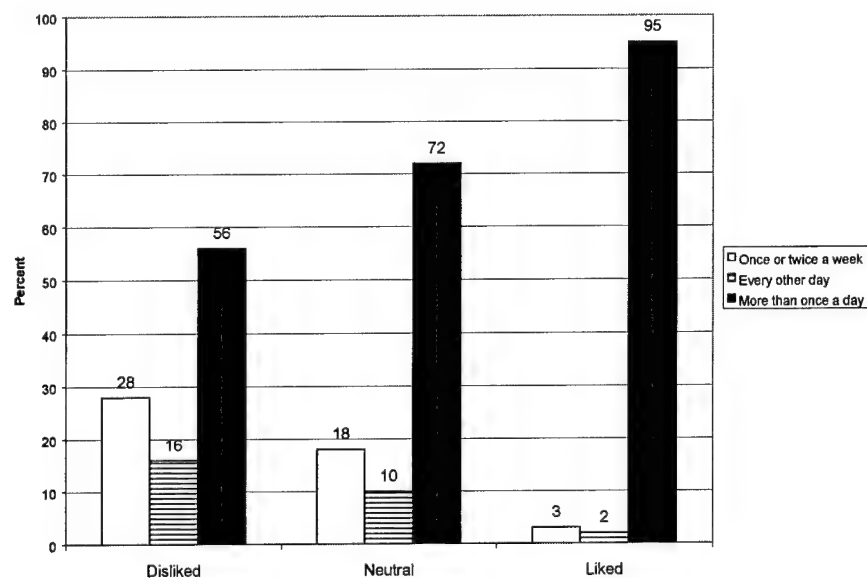
*Because me and my battle buddy hate each other so that would make my outlook on the military worse.*

**Table 4**  
**Summary of Written Statements Regarding BTAP**

<b>Positive</b>	<b>Frequency</b>	<b>Percent of Comments</b>
Eases transition	237	37
Develop friendship/Motivate one another	185	29
<b>Negative</b>		
Problems with conflicting personalities	54	8
<b>Neutral/Equivocal</b>		
Depends on buddies	51	8
Don't know/care	24	4
Miscellaneous	82	13

### **Battle Buddies and Outcomes**

Because almost all soldiers in OSUT have a battle buddy assigned to them, there is no control group with which we can compare respondents on outcome measures to assess the impact of having a buddy. As a surrogate, we examined the relationship between outcome measures and the degree to which soldiers reported liking their battle buddy. The rationale supporting this approach is that buddies who get along are likely to seek each other out and become more of a functioning team. The data provide some support for this contention. As shown in Figure 8, individuals who liked their buddy reported interacting with him more frequently than did those who were neutral or disliked him ( $p < .05$ ).

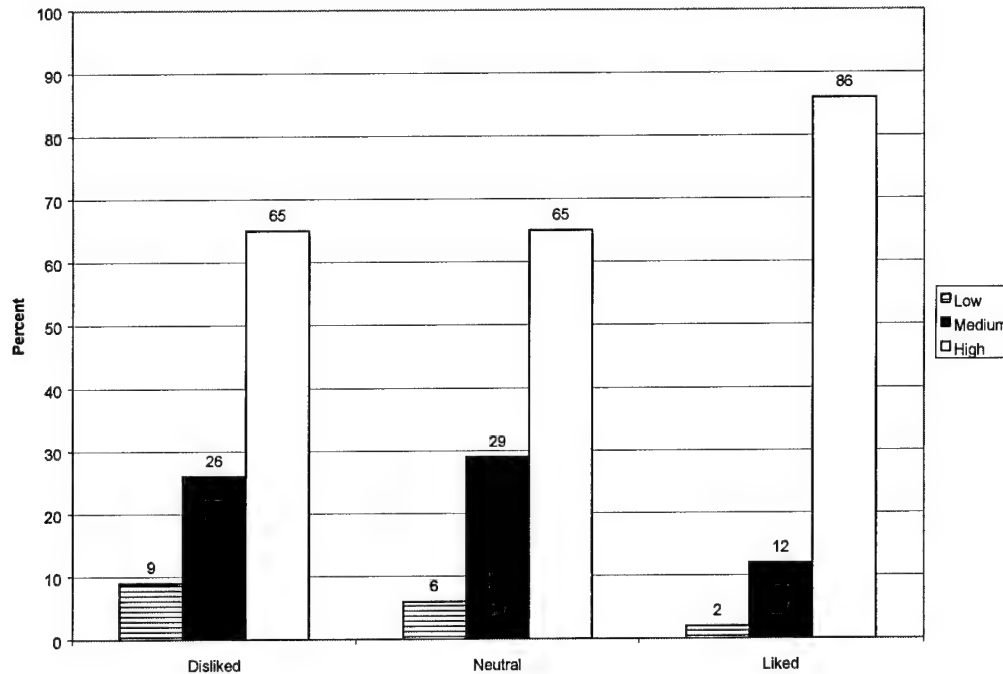


**Figure 8. Relationship between liking for battle buddy and amount of interaction.**

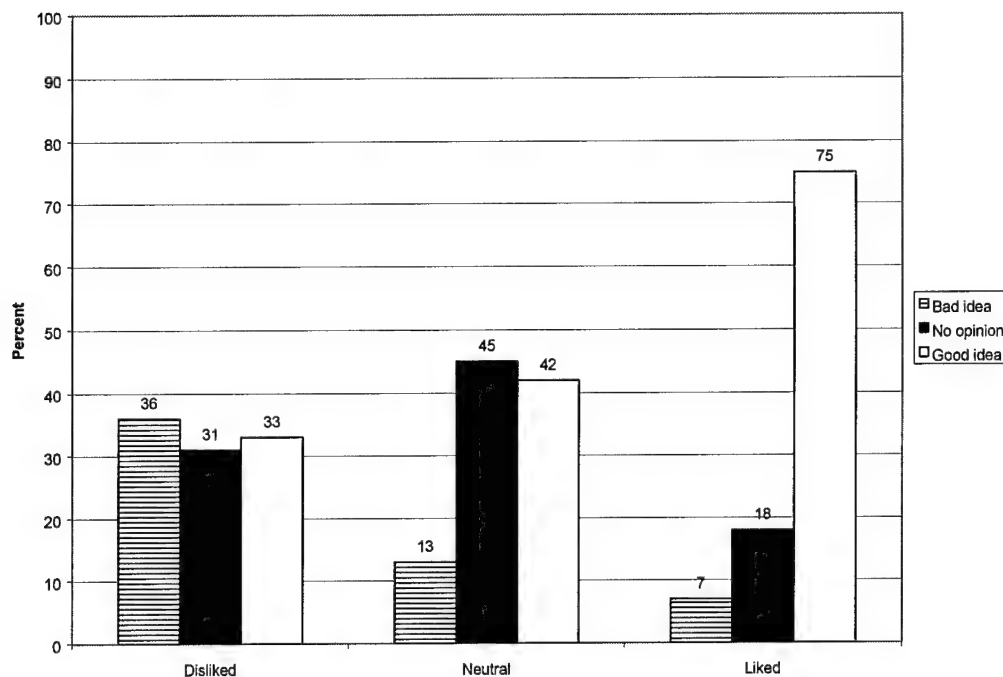
The variables that were examined in conjunction with degree of liking were:

- Current level of morale
- Conflict/stress on the job
- Conflict/stress in personal life
- Career intentions
- Feelings about decision to enlist in the Army
- Evaluation of BTAP

Two significant relationships were found from these analyses. As illustrated in Figure 9, those soldiers who reported liking their battle buddies were significantly more likely to indicate their morale was high. And, as might be expected, soldiers who felt positively about their battle buddy were also more likely to endorse the notion of assigning buddies together to their first unit (Figure 10).



**Figure 9. Relationship between liking battle buddy and level of morale.**



**Figure 10. Relationship between liking battle buddy and evaluation of BTAP.**

### Attrition

When SSNs from the end-of-training survey were matched to the Enlisted Master File, 885 cases were identified. Of these, 53 were found to have a separation code, meaning they left the Army. We examined this information in conjunction with survey item 11: Have you been assigned a battle buddy who will go with you to your first assignment? (We chose this option because of the apparent inaccuracies in the battle buddy designations in the personnel files, as described in greater detail below.) Among the 53 individuals with a separation code, 14 (4.5%) reported earlier that they were being assigned with their buddy, compared to 39 (6.8%) who reported that they were not being assigned with him. This difference is not significant.

### Regression Analyses

In an attempt to further specify the relationship between the various background characteristics and attitudes assessed in the surveys with the outcomes, a series of regression analyses were conducted. This technique determines which of a set of variables is most predictive of a given outcome. In each case, the variables were entered as blocks representing the components of the model shown in Figure 1. Item wordings are provided in the appendices in accordance with the listed item numbers.

1. Family background. Marital status, dependents, dating status, supportiveness of spouse/girlfriend of completing term, supportiveness of parent/guardian of completing term

2. Individual attributes. AFQT, highest year of education, hardiness (average of 8f-8t), need for affiliation (average of 8a-8e)
3. Goal commitment. commitment to completing term (9e), attitudes towards not completing term (22l-22m)
4. Institutional commitment. current company has personal meaning (22a), don't feel a sense of belonging to company (22d)
5. Military performance. self ratings (9a-9d, 9f-9n)
6. Buddy interactions. number of buddies (10), weeks served together (12), average/relative interaction (13, 14), satisfaction with interaction (15), liking for buddy (16), ratings of buddy (17a-17n), impact on buddy (18-20), buddy impact (21a-21n)
7. Interactions with leadership. ease of going to leadership, leaders try to keep soldiers, leaders treat soldiers with respect, impressed with leaders, leaders set high standards, leaders interested in personal welfare, leaders force soldiers out (23a—23g)
8. Military integration. can count on soldiers to get job done (22e), company works as a team (22f), when someone fails we all fail (22i), morale is high (22j)
9. Social integration. people care about my well being (22b), soldiers help with personal problems (22c), get along with other soldiers (22g), do things outside work with fellow soldiers (22h)

After the initial regressions were conducted, the variables found not to be related to the outcomes ( $p > .01$ ) were eliminated and the analyses were rerun. These results are summarized in Table 5.



**Table 5**  
**Regression Results—End of Training Survey**

Outcome Variable = Morale, R-square = .332	
Item	Standardized Beta
Motivation as a soldier	.232
Satisfaction with the Army	.179
<b>Liking for battle buddy</b>	.167
Easy to go to leaders with problems	.156
Confidence as a soldier	.121
No sense of belonging to unit	-.096
Outcome Variable = Job Stress, R-square = .093	
No strong sense of belonging to unit	.197
Self rating, dealing with personal problems	-.175
# of weeks served with battle buddy	.092
Outcome Variable = Personal Stress, R-square = .117	
Self rating, dealing with personal problems	-.312
Hardiness	-.100
<b>Buddy impact—dealing with personal problems</b>	.110
Outcome Variable = Feeling About Decision to Enlist, R-square = .269	
Satisfaction with the Army	.311
Self rating, ability to adjust to the Army	.231
No strong sense of belonging to unit	-.118
Outcome Variable = Career Intent, R-square = .074	
Satisfaction with the Army	.264
Education level	-.085
Outcome Variable = Evaluation of BTAP, R-square = .186	
<b>Liking for Battle Buddy</b>	.354
Do things with soldiers outside of work	.146

Overall, the results suggest that the variables in question do not explain a great deal of the variance in the outcome measures. This is indicated by the R-squares, which show that the models account for a low of about 7% of the variance in career intent to a high of 33% in morale. Most of the relationships found are intuitively logical (e.g., satisfaction with the Army being predictive of morale, feelings about the decision to enlist, and career intent). Battle Buddy factors were found to be predictive in the following cases:

- Soldiers who liked their battle buddy reported higher morale.
- The more weeks a soldier reported serving with his battle buddy, the higher the reported job stress.
- A positive buddy impact in regard to dealing with personal problems was associated with higher levels of personal stress.
- Liking one's battle buddy was associated with a positive evaluation of BTAP.

Some of these relationships are difficult to interpret, particularly that between weeks served with battle buddy and job stress. The association between buddy impact and level

of personal stress may indicate that soldiers who experience such stress depend on their buddies more for help in this regard, and so rate them more highly in terms of their impact.

## **Unit Survey Results**

### **Identifying Buddy Teams**

As mentioned previously, the Army maintained rosters of buddy teams and control group members over the BTAP trial period and provided this information for the purposes of survey distribution. In addition, when the data collection was complete, the information on the rosters allowed us to determine the number of instances in which we obtained input from both members of a team. Of the 421 returned surveys, 214 (51%) were from soldiers who had been classified as BTAP participants, while the remainder (207, or 49%) were controls. However, when asked "Was your battle buddy at the end of OSUT also assigned to this post?" only 60% of the BTAP respondents (128) replied "yes." The two most likely explanations for this result are that soldiers were either misidentified as being in BTAP, designated for the program but administrative or other constraints prevented them from actually being assigned to the same unit, or were not aware they were in the program.

This situation becomes more complicated when we look at the matched buddy pairs. In all, we were able to identify 60 pairs of soldiers who were designated as buddies. We examined their responses to the question that asked if they had been assigned together and found the following:

- In 25 pairs, both responded yes,
- In 10 pairs, one responded yes and the other no,
- In 23 pairs, both buddies said no, they had not been assigned together, and
- In 2 cases one soldier failed to respond to the question.

The reason(s) for this outcome are unclear. Again, it could be that the soldiers were designated to be assigned together but, for administrative or other reasons, this did not occur. The 10 pairs that responded opposite one another are particularly puzzling; there is no apparent explanation for this outcome.

These results suggest that there were administrative problems in the early stages of BTAP. Growing pains at the outset of any new program are to be expected, and a variety of measures have been put into place to cure such woes since these data were collected. Among these is a computer software program that automates many of the assignment and tracking functions.

For analytical purposes a determination had to be made concerning who should be considered a true BTAP participant. There were several available options, including: (a) using the personnel record designation regardless of what the soldier said, (b) classifying all soldiers who answered "yes" to the question asking if they were assigned with their

buddy as program members, and (c) restricting the BTAP label to those buddy teams that we were able to match and who both indicated that they had been assigned together. In the end, we decided to use both (b) and (c). In each case, when BTAP-Control comparisons were carried out, we compared (b) and (c) to determine if there were significant differences between them. When such differences were found, analyses of the variables in question were conducted twice using both BTAP comparison groups. When there were no differences between the two, we used the self-designated respondents because this is inclusive of the smaller group. Throughout the results, these groups are termed “self-designated BTAP” (soldiers who said they were assigned with their buddy) and “actual pairs” (matched buddy teams who agreed that they were assigned together).

### Overview of Buddy Teams

BTAP soldiers responding to the unit survey were also asked how many battle buddies they had during OSUT. The average number was 1.5, with 65% of respondents saying they had only one. On average, these soldiers had served with their buddy for 29 weeks. In cases where there was only a single battle buddy during OSUT, this would include 12 weeks in training.

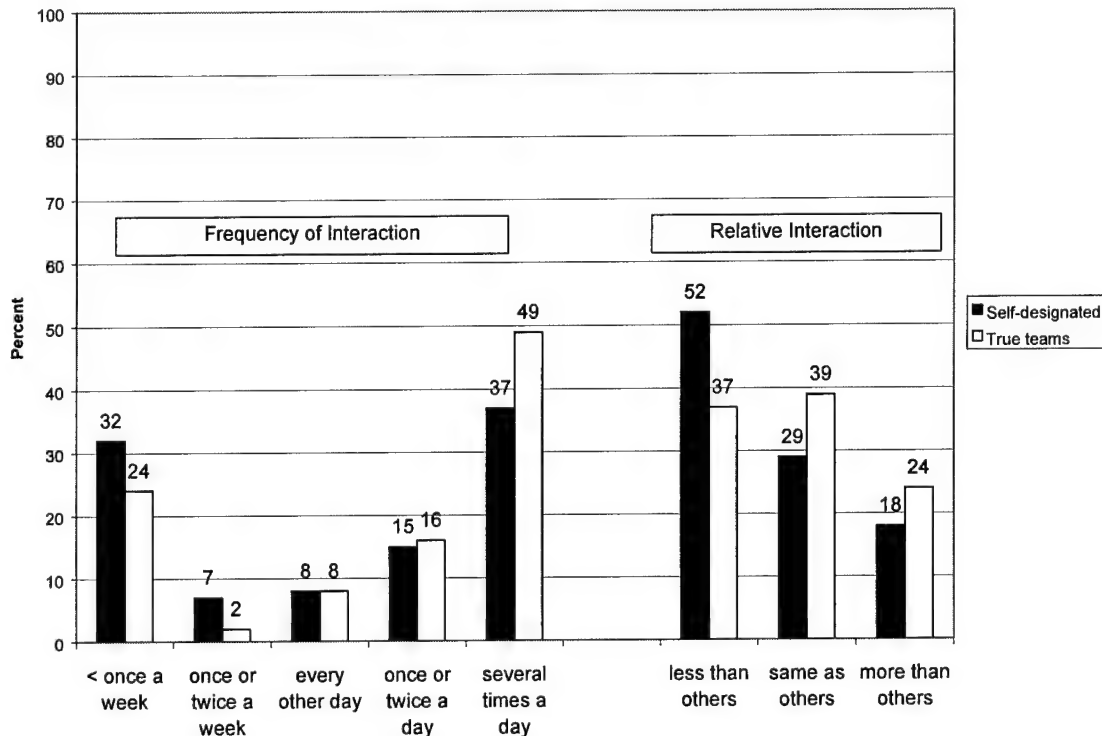
The directive governing BTAP stipulated that buddy teams be assigned together at the lowest possible level (e.g., squad), and that they should remain together for at least 6 months. As a check to see how well this mandate was met, respondents were asked to indicate the level at which they were assigned with their buddy (a) initially and (b) at the time of the survey. Table 6 displays these results. Although there were no significant differences between the self-designated and actual pair buddies in initial assignment, variations did exist in the level reported at the time of the survey.

**Table 6**  
**Initial and Current Level of Buddy Team Assignment**

	At Start (n)		Now (n)	
	Self-Designated BTAP	Actual Teams	Self-Designated BTAP	Actual Teams
Squad	22	9	11	7
Platoon	31	11	34	13
Company	25	10	29	12
Battalion	31	14	31	12
Other	16	4	16	4
Buddy gone			5	0

There was a fairly even distribution of responses by both groups in relation to both points in time. This indicates that the goal of facilitating interaction between buddies by assigning them in a way that will ensure close contact was only partially met. Again, this may be a function of difficulties experienced in the initial start-up of the program.

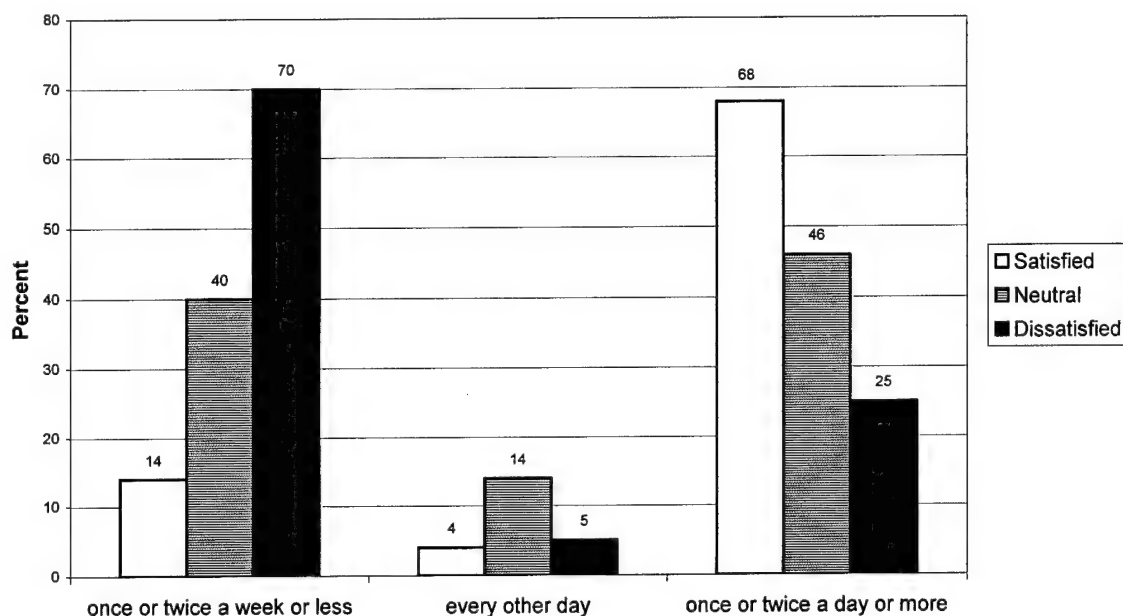
Significant differences were found between self-designated and actual pairs in regard to the amount of interaction they had with their buddies. These are reflected in the results shown in Figure 11.



**Figure 11. Frequency and relative frequency of interaction with buddy.**

For the majority of buddy teams, the level of interaction between the members was quite high, with 52% of the self-designated and 65% of the actual teams indicating that they interacted once or twice a day or more. As might be expected, this result was greatly influenced by the level of assignment of the team members; the Pearson correlation between average interaction and assignment level was  $-.67$ , indicating that the broader the assignment level (e.g., battalion) the less the amount of interaction. A smaller proportion of respondents indicated that their level of interaction with their buddy was higher than with other soldiers.

Overall, 44% of the self-designated battle buddies indicated that they were satisfied with the level of interaction with their buddies, while 16% were dissatisfied. 40% of the self-designated battle buddies indicated they were neutral regarding their satisfaction with the level of interaction with their buddies. When satisfaction is examined in conjunction with frequency of interaction, it is clear that there is a pronounced positive relationship between the two. As shown in Figure 12, while 68% of soldiers who interacted frequently said they were satisfied, only 14% of those who interacted rarely were satisfied.



**Figure 12. Relationship between amount and satisfaction with buddy interaction.**

Given the indication that higher levels of interaction are associated with satisfaction with interaction (or vice versa), it seems probable that these battle buddies must have liked one another to at least some degree. The data bear this out. Nearly three-quarters of the respondents (72%) said they liked their buddy somewhat or very much, while only 14% expressed negative feelings towards him.

### **Evaluations of Self and Buddy**

Soldiers were asked to evaluate themselves and their buddies on 14 dimensions. As shown in Table 7, in all but a few instances, the mean self-rating was higher than the mean buddy rating. The exceptions to this rule were satisfaction with the Army (both self-designated and actual pairs), motivation, and balancing work and personal lives (actual pairs only). The only significant differences were among the self-designated BTAP participants who rated themselves higher than they rated their buddy on the ability to get along, commitment to the Army, ability to meet standards of conduct, deal with medical problems, and deal with personal problems. Overall, the soldiers saw both themselves and their buddies in a positive light, with nearly all of the ratings falling in the moderate-high or high-very high range. The notable exception in this regard is satisfaction with the Army, where all the ratings were in the low-moderate range.

**Table 7**  
**Mean Self and Buddy Ratings**

Dimension	Self-Designated BTAP Soldiers		Actual Pairs	
	Self	Buddy	Self	Buddy
Confidence	3.97	3.67	4.06	3.74
Motivation	3.53	3.44	3.37	3.43
Army satisfaction	2.62	2.92	2.54	2.98
Ability to get along with others	<i>4.04</i>	<i>3.70</i>	4.11	3.78
Commitment	<i>4.26</i>	<i>3.80</i>	4.13	3.80
Job performance	3.97	3.67	4.02	3.70
Ability to balance work & personal lives	3.42	3.41	3.21	3.53
Ability to adapt to Army	3.68	3.45	3.59	3.57
Ability to meet physical standards	4.12	3.94	4.18	3.96
Ability to meet performance standards	4.01	3.71	3.93	3.73
Ability to meet standards of conduct	<i>4.09</i>	<i>3.66</i>	4.07	3.60
Ability to deal with medical problems	<i>4.01</i>	<i>3.61</i>	4.00	3.66
Ability to deal with personal problems	3.75	3.37	3.66	3.29
Ability to adjust to company	3.77	3.56	3.69	3.55

Note: Italicized means indicate significant difference between self and buddy rating,  $p < .01$ .

To assess the degree to which buddy team members agreed with the assessments they made of one another, single measure intraclass correlations were computed between self and buddy ratings. For example, a correlation was computed across pairs between how soldiers rated themselves in regard to confidence and how their buddies rated them. These results are shown in Table 8. Half of the 14 correlations were significant ( $p < .05$ ), ranging from .19 (job performance) to .45 (motivation). These are in the low-to-moderate range, a finding that is reflected in the means displayed in Table 7, showing an overall tendency for soldiers to rate themselves somewhat higher than they rate their buddies.

**Table 8**  
**Interclass Correlations, Buddy's Rating of Soldier and Soldier Self Rating**

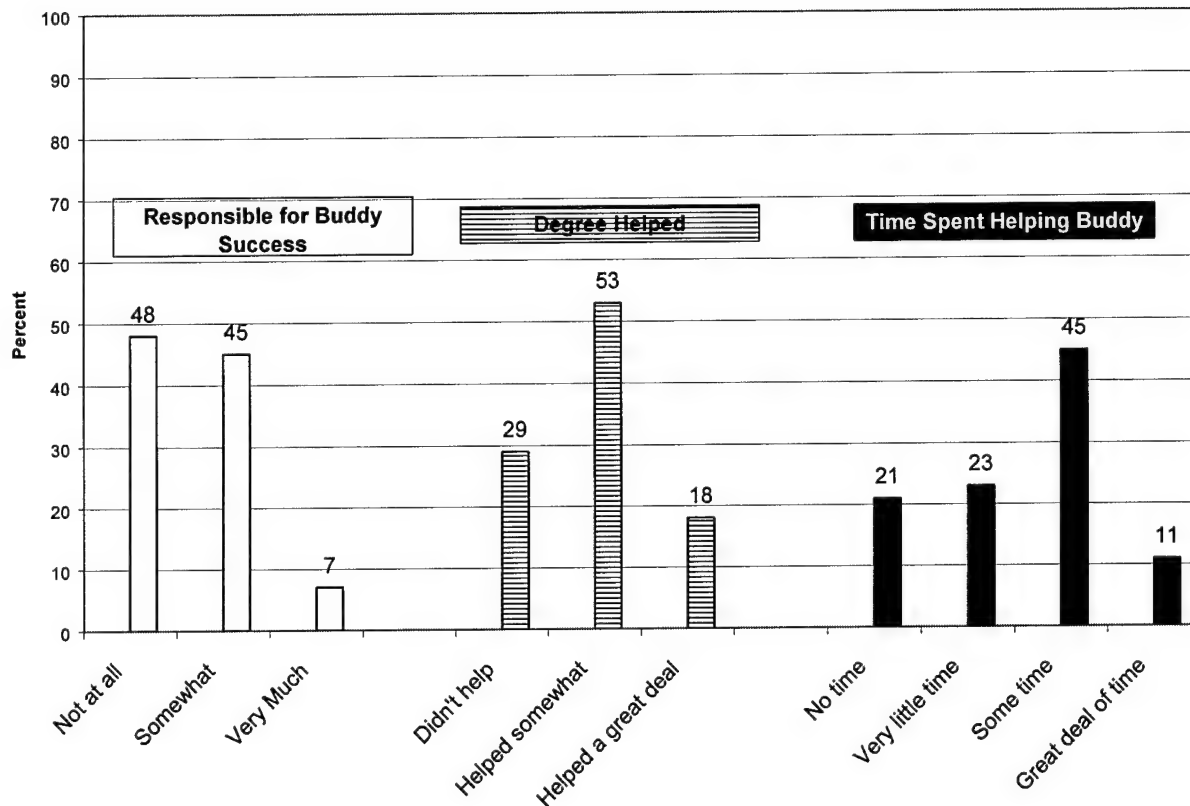
Dimension	Single Measure Interclass Correlation
Confidence	.19
Motivation	.45**
Satisfaction with the Army	.36**
Ability to get along with others	.11
Commitment	-.04
Job performance	.19*
Ability to balance work/personal life	.16
Ability to adapt to Army	.30**
Ability to meet physical standards	.17
Ability to meet performance standards	.25**
Ability to meet conduct standards	.31**
Ability to deal with medical problems	-.04
Ability to deal with personal problems	.00
Adjustment to training company	.20*

\*\*  $p < .01$

\* $p < .05$

### **Impact on Buddy**

Respondents were asked to indicate how much influence they had on their buddies and how much time they spent helping them. No differences were detected between the self-designated BTAP participants and the actual pairs in this regard, so the larger group (self-designated) is used for the analyses. Figure 13 shows that 52% of the BTAP soldiers said they were at least somewhat responsible for their success, and 71% helped their buddy at least somewhat. These figures are considerably lower than were found in the training survey (85% and 94%, respectively), which may reflect a relative lack of need for help. That is, by the time soldiers graduate from training, they were well inculcated in Army ways, and therefore were in less need of assistance in adjusting. Another factor that could have played a role in these differences is the amount of interaction between the soldiers. As seen earlier, 78% of soldiers in OSUT reported interacting with their battle buddy several times a day (Figure 2), while less than half of soldiers in units reported this level (Figure 11). The opportunity to have an influence is very likely to be affected by this fact.



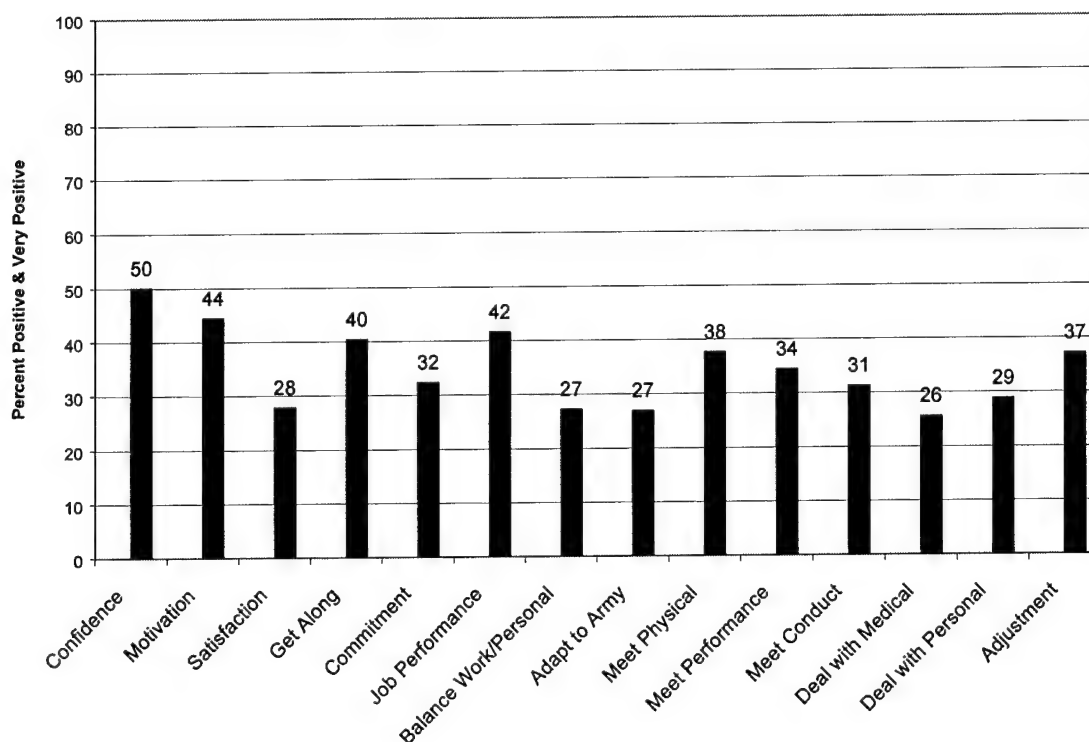
**Figure 13. BTAP soldier ratings of impact on buddy and time spent helping.**

### **Buddy Impact**

A similar decrease in influence is seen when respondents were asked to rate the impact their buddy had on them in regard to each of 14 domains (1 = very negative, 5 = very positive). At the end of OSUT, more than half of the soldiers said their buddy had a positive or very positive impact in every realm. Unit survey results reveal only one instance in which half the respondents replied in this manner (confidence, see Figure 14). In the remaining instances, the percent positive or very positive ranged from 26-44%. It is worth noting that these are considerably higher than the percent indicating a negative impact, which ranged from 2% (meeting physical standards) to 10% (satisfaction with the Army).

All in all, these results suggest that buddies in the field do not have the same impact as in training. However, substantial numbers of BTAP participants indicated that they were of help to their buddies and that their buddies had a positive impact on them in a variety of ways.





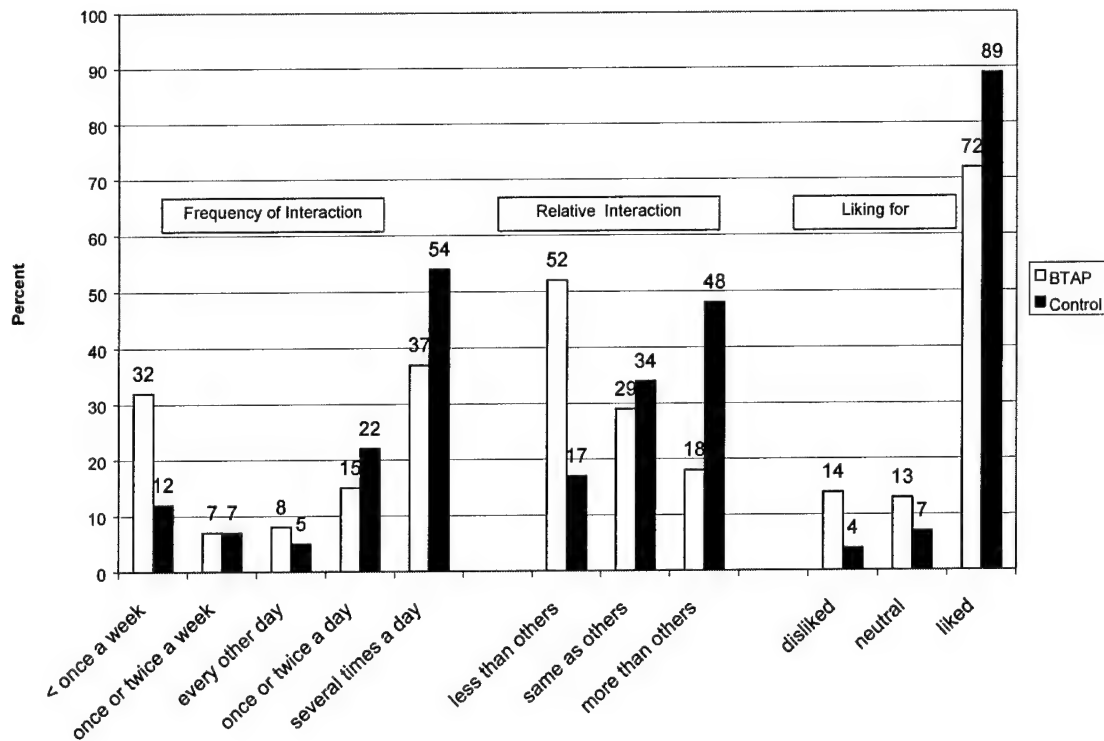
**Figure 14. Percent of BTAP soldiers indicating buddy had a positive or very positive impact.**

### **Comparison of Buddies and Friends**

As was mentioned earlier, during the first few months of BTAP, a portion of soldiers in OSUT who were not selected to participate in the program were designated as control group members. This allowed for the possibility of comparing the experiences of the two groups to determine what impact, if any, the program had on such factors as morale, career intentions, and attrition. The survey developed for the control soldiers was parallel in almost every respect with that given to BTAP participants. However, control group members were asked to respond to the series of buddy-related questions in terms of “the soldier who has been your closest friend...since you have been assigned to your current post.” It was thought that this would provide a comparison point to evaluate the impact of buddies relative to naturally-forming friends. This was predicated on the notion that soldiers in buddy teams, who have gone through at least some portion of OSUT together and now are jointly assigned to their first units, will develop a bond like that of friends. In the discussion that follows, we focus on those variables for which significant differences were found between the self-identified BTAP soldiers and the controls.

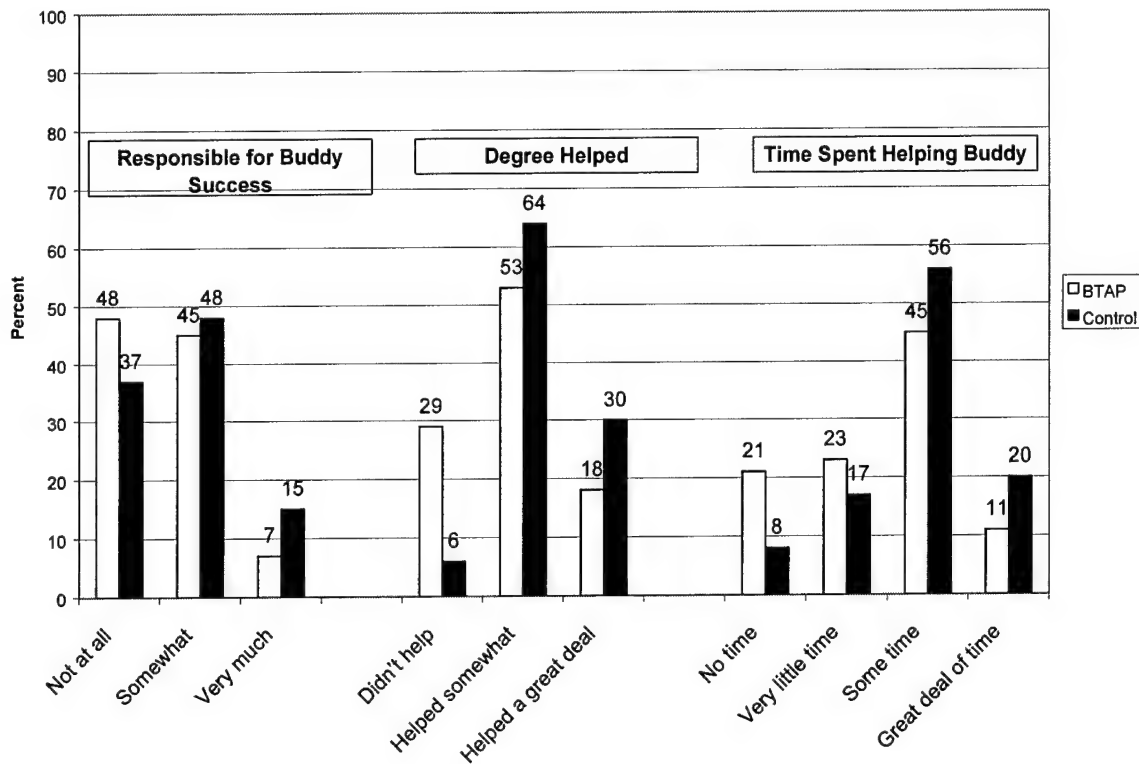
As cited previously, the amount of interaction between buddy team members was influenced by the level of assignment, which ranged from squad to battalion. Further, it seems likely that soldiers would establish friendships with those with whom they interact on a regular basis. Thus, we would expect the level of interaction between friend pairs to be higher than buddy pairs. This is borne out by the data (see Figure 15). Similarly,

because buddies were assigned to soldiers and closest friends were selected by them, we would expect a higher degree of liking among the latter. This was also borne out, although the overwhelming majority of both BTAP soldiers and controls indicated that they liked their buddy/friend.



**Figure 15. Level of interaction with and liking for buddy (BTAP) and closest friend (control).**

As shown in Figure 16, control group soldiers were more likely to take at least some credit for their friends' success (63%) than were buddies (52%), and were more likely to indicate that they helped at least somewhat (94% vs. 71%). Finally, a higher portion of respondents said they spent at least some time helping their friend (76%) as opposed to their buddy (56%). The mean differences on all of these items were significant ( $p < .01$ ).



**Figure 16. Ratings of impact on buddy (BTAP) or friend (control) and time spent helping.**

Table 9 shows the dimensions on which the mean ratings of buddies and friends were significantly different ( $p < .01$ ). Of the 14 domains on which ratings were requested, mean differences were found on 6, with friend ratings being higher in all cases. Again, this is to be expected to some degree in that buddies were assigned and friends chose one another. In fact, when the BTAP portion of the sample was restricted to respondents who said they *liked* their buddy, there were no significant differences in these ratings.

**Table 9**  
**Mean Ratings of Buddy/Friend\***

Dimension	Average BTAP Rating	Average Control Rating
Confidence as a soldier	3.67	4.00
Job performance	3.67	4.10
Ability to meet performance standards	3.71	4.14
Ability to meet standards of conduct	3.66	4.00
Ability to deal with medical problems	3.61	3.97
Ability to deal with personal problems	3.37	3.74

\*Items with significant BTAP-Control differences ( $p < .01$ )

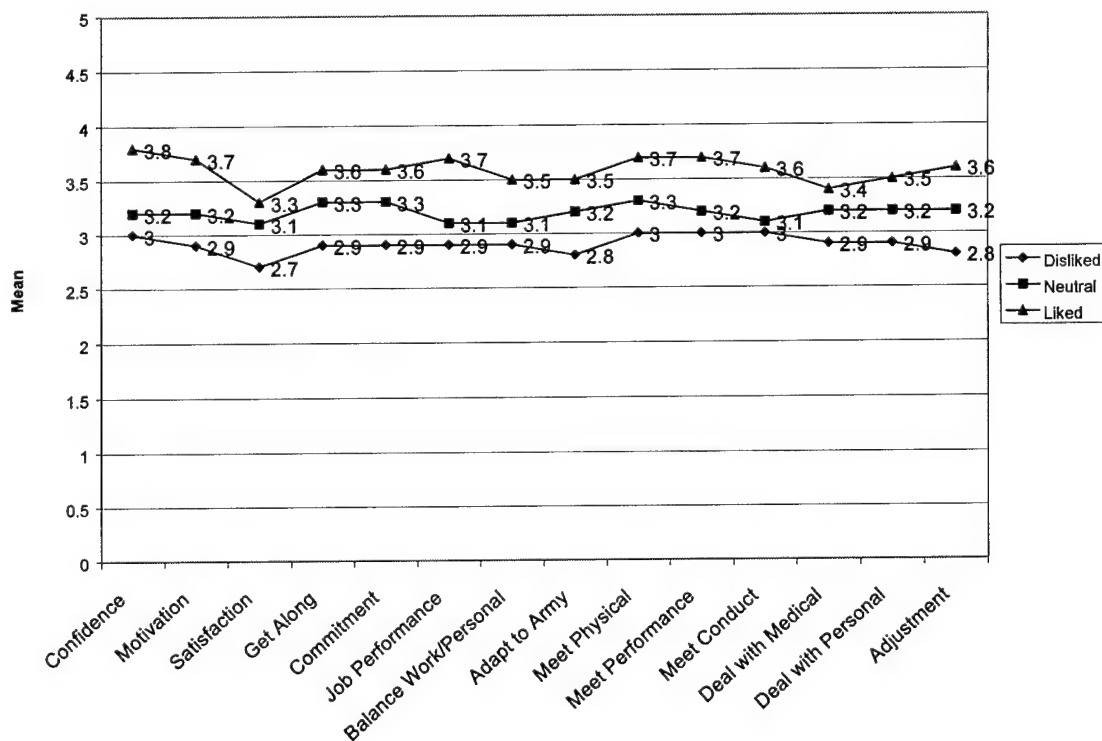
Finally, as shown in Table 10, significant differences were found between BTAP participants and controls on 5 of the 14 dimensions on which they were asked to rate the influence their buddy/friend had on them. In all cases, the mean ratings fell between no influence and positive influence, with the friend ratings being higher. When the BTAP sample is restricted to those who said they liked their buddy, the only significant differences in impact were in meeting performance standards and adjusting to the unit, both of which favored “friends” over “buddies.”

**Table 10**  
**Mean Ratings of Buddy/Friend Influence\***

Dimension	Average BTAP Rating	Average Control Rating
Confidence	3.50	3.75
Adapt to Army	3.28	3.52
Ability to meet performance standards	3.38	3.67
Ability to meet standards of conduct	3.34	3.56
Ability to adjust to unit	3.33	3.67

\*Items with significant BTAP-Control differences ( $p < .01$ )

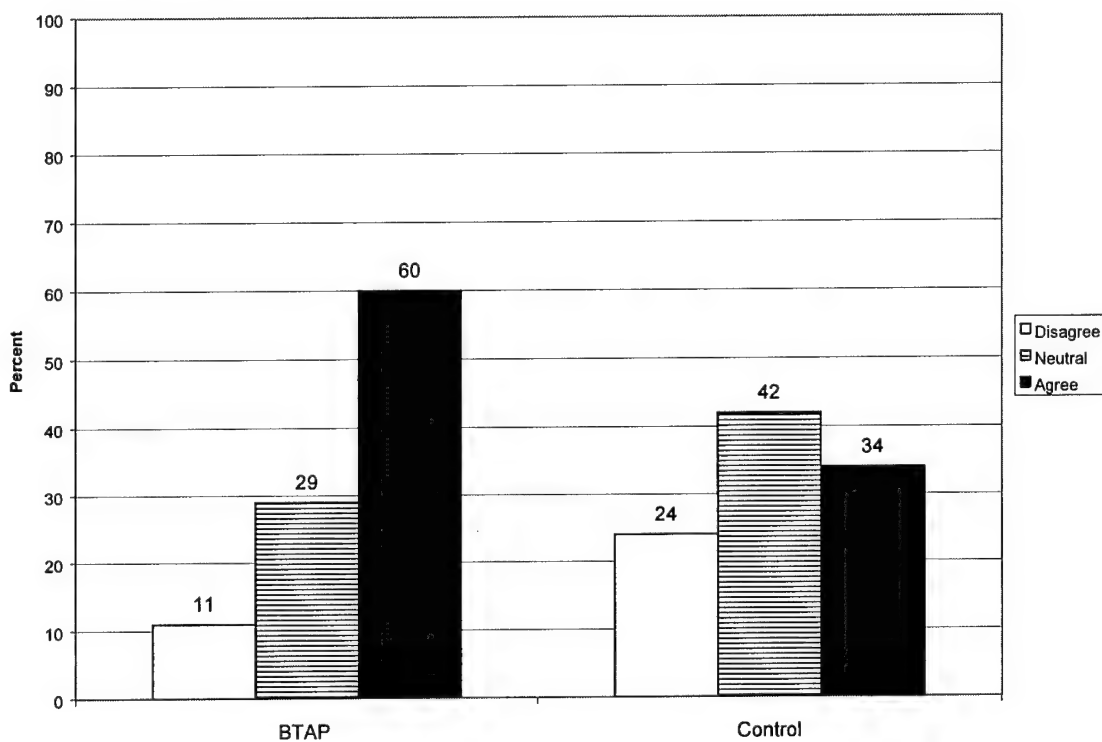
Buddy/friend ratings and assessments of their influence were uniformly influenced by degree of liking. This is demonstrated in Figure 17, which shows the overall mean influence ratings as a function of feelings about one’s buddy/friend. In every case, the most positive mean ratings were for soldiers who were liked and the least positive for those who were disliked.



**Figure 17. Ratings of buddy/friend influence by liking for buddy/friend.**

## Soldiers' Opinions About BTAP

Soldiers in the control group were asked if having their OSUT battle buddy assigned with them would have been useful. BTAP soldiers were asked to indicate their level of agreement with the program based on their experience. As shown in Figure 18, there was a distinct difference between the two groups on this evaluation. Nearly twice the percentage of those in the program expressed positive feelings about it as compared to the controls. This was further borne out by content analysis of the open-ended responses soldiers offered. In all, 78% of the self-designated BTAP and 67% of the control soldiers provided written responses. These are summarized in Table 11. Complete comments are presented in Appendix B.



**Figure 18. Evaluation of BTAP by self-designated BTAP and control soldiers.**

**Table 11**  
**Summary of Written Statements Regarding BTAP**

<b>Positive</b>	<b>BTAP</b>		<b>Control Group</b>	
	<b>Number</b>	<b>Percent</b>	<b>Number</b>	<b>Percent</b>
Eases transition	49	42	32	21
Develop friendship/ Motivate one another	19	16	31	21
<b>Negative</b>				
Problems with conflicting personalities	9	8	30	20
Problems with location/ desired work	13	11	7	5
<b>Neutral/Equivocal</b>				
Depends on buddies	7	6	6	4
Undecided, don't know/care	6	5	12	8
Miscellaneous	15	13	31	21

Soldiers in the program were more likely to offer a supporting comment (58% of comments versus 42%), while those in the control group were somewhat more likely to point out potential problems (25% of comments versus 19%). The primary positive points made concerned the potential for easing the transition to the unit and the value of friendship and support.

*It's good to have someone you know and trust with you. I trust my battle buddy more than most soldiers at this post. He is always there for me. And I am there for him.*

*I agree because it is good for someone to have someone else to know when you are going somewhere you know nothing about. It is also good to have a buddy there to talk to or to ask for help if you may need it.*

On the flip side, the major problems cited were with buddies who do not get along and the difficulties associated with buddies who want to go to different locations or pursue different career paths.

*I feel it would not have been useful at all for the reason that I could not stand my battle buddy from OSUT training. I would have been more stressed out than I am now.*

*I disagree...for the reason that I have had opportunities such as sniper school, different job opportunities that I could not have because of the system. Because the system states that for the first year of your station you have to stay together job-wise. I really would have liked to attend the school and try new things in my job.*

## BTAP and Outcomes

As a first step in examining the relationship between participation and BTAP and outcomes, comparisons were carried out between self-designated buddies and controls as well as actual teams and controls on the following:

- morale
- job stress
- personal stress
- career intentions
- evaluation of the decision to enlist
- evaluation of BTAP

Significant differences were found between the BTAP groups and the controls on only one variable: whether they thought assigning battle buddies together to their first unit was a good idea. A majority of soldiers in the program agreed with this idea, while only about one-third of the control subjects thought this was a good idea (see Figure 15).

As with the training survey, regression analyses were conducted in an attempt to determine which variables best predicted relevant outcomes. Given that the central interest in creating BTAP was to have an impact on attrition, we first requested that the Social Security Numbers of the soldiers responding to the field survey be matched against the latest available update of the Enlisted Master File (EMF) and that relevant data be extracted (e.g., AFQT, education, separation status). This enabled us to determine which of the respondents had left the Army between the time they completed the survey and the last EMF update, which took place in December 2001. From a research perspective, the outcomes of this process were not fruitful, in that we found only 5 control soldiers, 4 self-designated BTAP soldiers, and 4 soldiers who were in the program according to records but said they were not assigned with their buddy, had departed the Army in that interval. This number was too small to do any meaningful analyses. We were able, however, to extract additional information on soldiers such as their AFQT scores and their education level. As discussed below, these were included in the analyses along with other background information.<sup>1</sup>

The process for conducting the regression analyses was similar to that used for the training survey, with one notable exception. Because the number of cases available was significantly smaller, there was a need to reduce the number of variables entered into the analyses. To accomplish this and still take advantage of all of the information collected, we conducted a series of factor analyses. Basically, this technique determines which

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<sup>1</sup> As mentioned, the original records we received from the Army contained names and SSNs for 428 BTAP and 390 control soldiers. We considered the possibility of performing the EMF match using this file, allowing us to obtain attrition data for all of these soldiers, whether or not we had a completed survey from them. However, the finding that 40% of survey respondents who were designated in the original file as BTAP participants said they were not assigned with their battle buddy led us to reconsider this option. The apparent inaccuracy of the BTAP designation in these records would severely compromise any analyses of attrition rates based on it.

variables are closely related, and therefore tap the same or similar dimensions. For instance, when self-ratings were subjected to factor analyses, we found that 10 of the 14 domains were highly related. Thus, if a soldier rated himself highly on confidence, he was also likely to rate himself the same way on motivation, ability to get along with others, commitment to completing term, job performance, and so on. Based on these results, scores were computed by taking the average of the items that made up each of the dimensions. These were:

- Self ratings. Confidence, motivation, ability to get along with others, commitment, job performance, ability to balance work and personal life, ability to adapt to Army lifestyle, ability to meet performance standards, ability to meet standards of conduct, adjustment to company.
- Buddy ratings. Confidence, motivation, ability to get along with others, commitment, job performance, ability to balance work and personal life, ability to adapt to Army lifestyle, ability to meet physical standards, ability to meet performance standards, ability to meet standards of conduct, ability to deal with medical problems, ability to deal with personal problems, adjustment to company.
- Buddy effect on respondent. All items.
- Leader/unit items. Easy to go to leaders, leaders help soldiers stay, leaders treat soldiers with respect, impressed with quality of leaders, leaders set high standards, leaders interested in soldier welfare, great personal feelings for unit, leaders care about well being, soldiers help with personal problems, company can get job done, company works as a team, get along well with other soldiers, if someone fails it's everyone's responsibility, morale is high, well prepared for deployment.
- Alienation. Leaders force soldiers out who can't perform, no strong sense of belonging to unit.
- Complete term. Disappoint others if I drop out, disappoint self if drop out.

Detailed factor analysis results are provided in Appendix C. Items that did not load on a factor, or that loaded equally on multiple factors, were entered into the analyses individually.

The steps taken to reduce the number of variables included in the analyses necessitated our deviating from the model shown in Figure 1 somewhat in conducting the regressions. Thus, the variables were entered in blocks, as follows:

- Personal variables. Marital/Dating status, number of dependents, wife/girlfriend supportiveness of completing term, other family supportiveness of completing term.
- Background variables. Average self rating, AFQT score, highest level of education, need for affiliation, hardiness, satisfaction with the Army, ability to meet physical standards, ability to deal with medical problems, ability to deal with personal/family problems.



- Buddy variables. Number of weeks served together, average interaction, general interaction, satisfaction with interaction, liking for buddy, mean buddy rating, rating of buddy satisfaction with the Army, mean rating of buddy influence.
- Leader items. Leader/unit ratings, alienation, complete term, do things outside of work with fellow soldiers, disappoint buddy/friend if drop out, company looks down on soldiers who drop out.
- Buddy/control. Self-designated BTAP or control.

The initial analyses were conducted using all the predictors. Secondary regressions were then carried out that included only the variables that were significantly related to a given outcome. Note that, because the number of such variables was generally small, the criterion for determining significance was lowered ( $p < .05$ ) from that used in the end-of-training regressions. The results of this process are shown in Table 12.

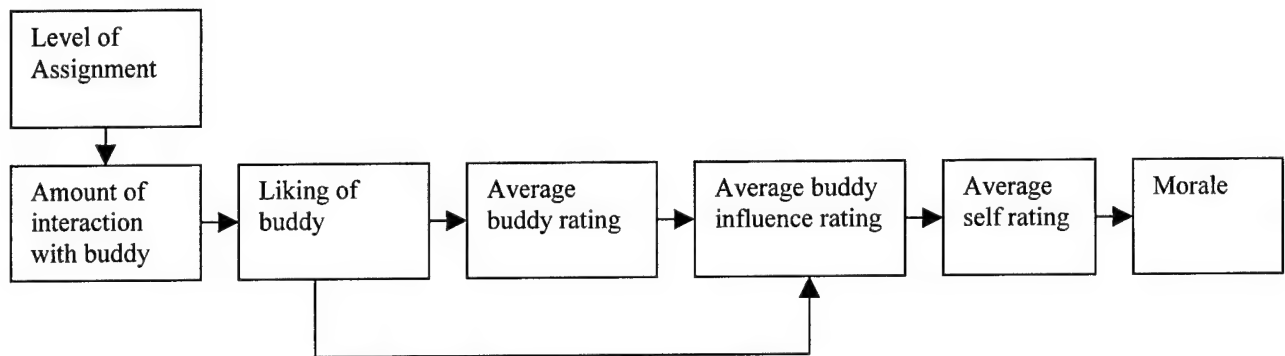
As was the case for the training survey, the variables included in the regression were best able to predict morale (53% of the variance accounted for). In only one instance did BTAP/control status emerge as a significant predictor, which was the evaluation of whether assigning battle buddies to their first unit together is a good idea (or would have been useful to control subjects). As might be expected, liking for one's buddy was also a significant predictor in this case. Overall, the results suggest that the factors most related to positive outcomes (e.g., morale, positive evaluation of the decision to enlist, longer career intentions) are ratings of one's own abilities and satisfaction with the Army.

**Table 12**  
**Regression Results—Unit Survey**

Outcome Variable = Morale, R-square = .528	
Item	Standardized Beta
Mean self rating	.296
Satisfaction with the Army	.233
Mean unit/leader rating	.209
Pay grade	.141
<b>Average interaction with buddy</b>	.117
Outcome Variable = Job Stress, R-square = .082	
Ability to deal with personal/family problems	-.266
Girlfriend/Spouse supports completing term	.119
Outcome Variable = Personal Stress, R-square = .078	
None	None
Outcome Variable = Feeling About Decision to Enlist, R-square = .351	
Satisfaction with the Army	.308
Mean self rating	.249
Hardiness	.150
Outcome Variable = Career Intent, R-square = .249	
Mean self rating	.335
Satisfaction with the Army	.298
Ability to deal with personal/family problems	-.251
Outcome Variable = Evaluation of BTAP, R-square = .078	
<b>Self-designated BTAP or Control</b>	.241
<b>Liked your buddy</b>	.154
AFQT score	-.142

### **Modeling Buddy/Friend Effects**

To further clarify the relationships between the various buddy/friend elements, a simple model was developed and tested using structural linear modeling, a technique in which the hypothesized causal relationships among a set of variables are examined. The initial model tested is shown in Figure 19. Note that information on level of assignment was not collected from soldiers in the control group and therefore was not included in the model when data from the entire sample were used.



**Figure 19. Initial Model of Buddy/Friend Effects**

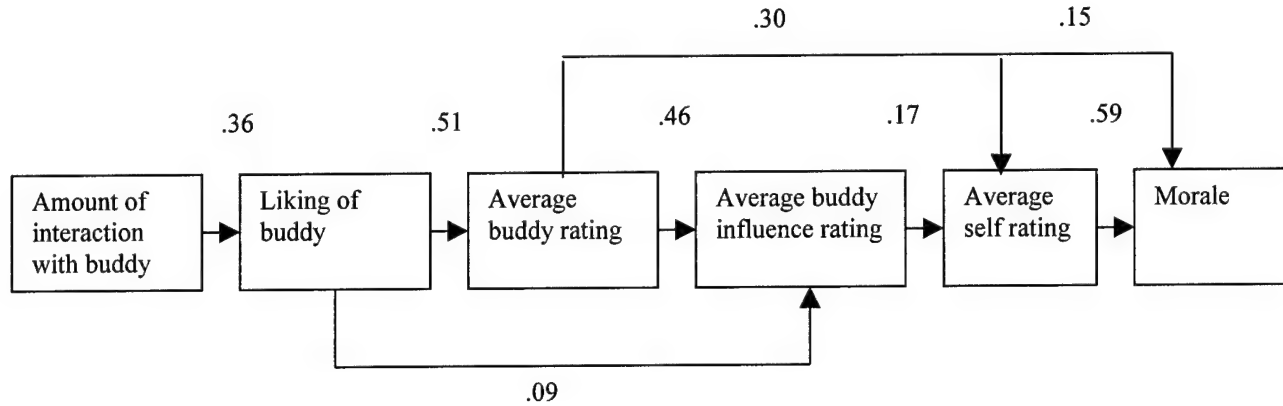
A second, similar model was also tested with career intentions as the outcome variable. In both cases, strong relationships were found between the elements of the model, however the overall “fit” was not good. The resulting statistics suggested this situation would improve if several other branches were included in the models. Branches were included only if they could be justified on theoretical grounds and/or were supported by the previous data analysis results. Table 13 provides the fit statistics for each of the models tested. Several guidelines were used in interpreting these results (R. A. McCloy, personal communication, August 14, 2002; Brown & Cudeck, 1993; Steiger, 1990; Steiger & Lind, 1980):

- the chi-square values should be non-significant
- the root mean square error of approximation (RMSEA) should be .08 or less, with .05 or less indicating a close fit
- the root mean square residual (RMR) should be .05 or less for close-fitting models.

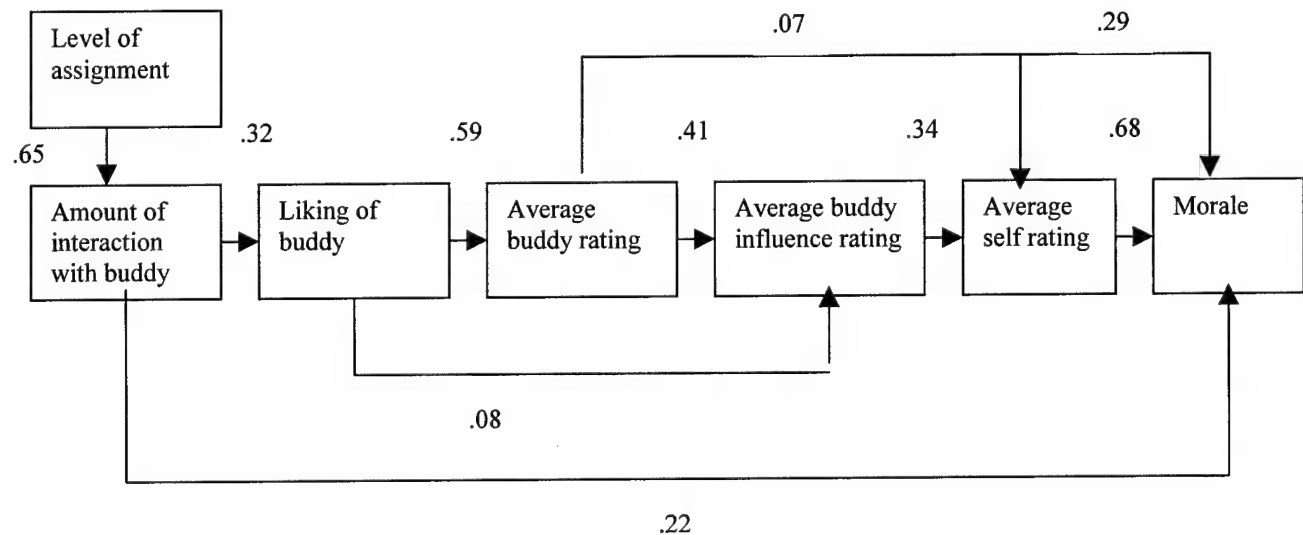
**Table 13**  
**Model Fit Statistics**

		Fit Statistics			
Sample	Model	Chi-square	df	RMSEA	RMR
Total Sample (n = 201)	1	37.71	9	0.14	0.09
	1+	15.21 (ns)	7	0.08	0.05
	2	27.69	9	0.10	0.07
	2+	11.84 (ns)	8	0.05	0.05
BTAP Sample (n = 76)	1	29.54	14	0.12	0.09
	1+	15.82 (ns)	12	0.07	0.06
	2	21.55	14	0.09	0.09
	2+	21.20	13	0.09	0.09
	2*	15.66 (ns)	12	0.06	0.07

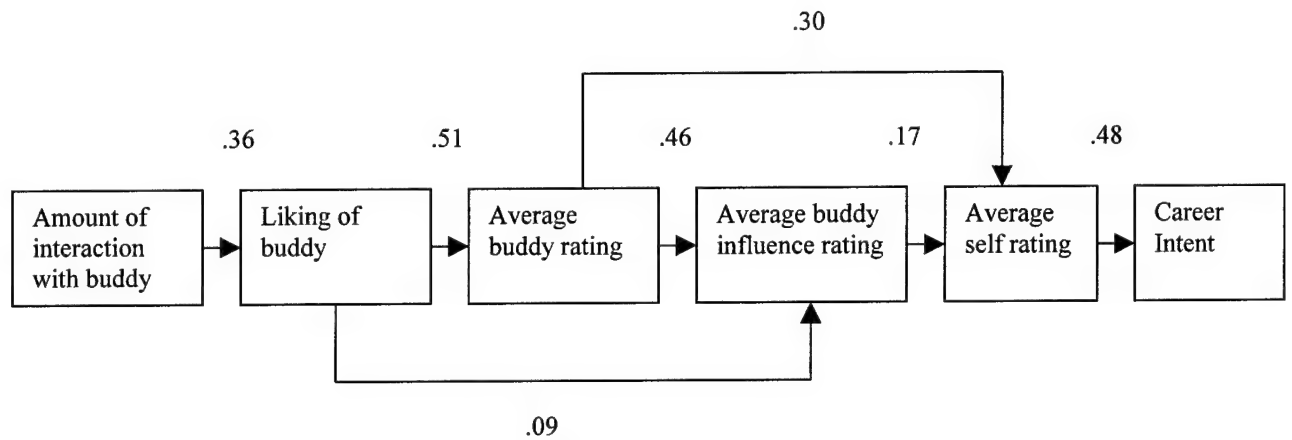
With these guidelines in mind, it is clear that, as stated earlier, the simple models do not represent the data well. However the enhanced models conform quite well to the fit statistics guidelines. These models are presented with the path coefficients in Figures 20 through 23. Table 14 provides a summary of the major effects as seen in the figures.



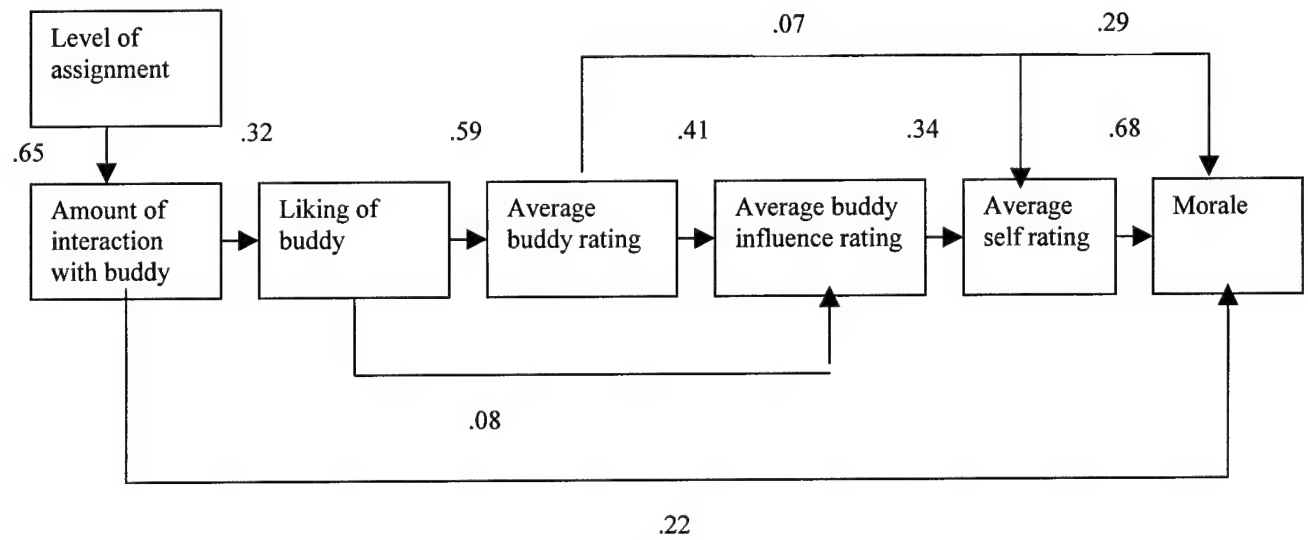
**Figure 20. Enhanced Model 1 (Morale), Entire Sample**



**Figure 21. Enhanced Model 1 (Morale), BTAP**



**Figure 22. Enhanced Model 2 (Career Intent), Entire Sample**



**Figure 23. Enhanced Model 2 (Career Intent), BTAP**

**Table 14**  
**Summary of Direct Effects Seen in Models**

Direct Effects	Model			
	1+ all	2+ all	1+ BTAP	2* BTAP
Level of assignment – interaction	n/a	n/a	.65	.65
Interaction – liking	.36	.36	.32	.32
Liking – buddy rating	.51	.51	.59	.59
Buddy rating – buddy influence	.46	.46	.41	.41
Buddy rating – self rating	.30	.30	--	--
Buddy influence – self rating	--	--	.34	.34
Interaction – career intent	n/a	n/a	n/a	.22
Self rating – morale	.59	n/a	.68	n/a
Buddy rating – morale	--	n/a	.29	n/a
Self rating – career intent	n/a	.48	n/a	.55

Model 1 outcome variable = morale

-- indicates weak relationship

Model 2 outcome variable = career intent

n/a indicates relationship not tested

As indicated by the data in Table 14, the strongest effects found were:

- Level of assignment on amount of interaction (for BTAP only)
- Average self rating on morale
- Liking of buddy/friend on average rating of buddy/friend
- Average self rating on career intent
- Average rating of buddy/friend on average assessment of his influence

Other, less strong effects included:

- Amount of interaction with buddy/friend on liking
- Average assessment of buddy influence on self rating (entire sample)
- Average rating of buddy/friend on morale
- Average assessment of buddy influence on self rating (BTAP)
- Amount of interaction with career intent

Finally, when the total effects are examined (the direct influence of variables on one another without the intervening variables suggested in the model), there are consistent, reasonably strong relationships found between liking of buddy/friend and buddy/friend influence (.32), and rating of buddy/friend and morale (.33 to .38). These relationships may imply causality between positive assessments of buddies / friends and the degree of influence they have, however, the design of this study could not directly address causality.

These results affirm those seen earlier in regard to the importance of level of assignment in determining the amount of interaction between soldiers. They also highlight the critical role that liking ones buddy/friend plays in the evaluation of him, which, in turn, relates to the degree of perceived influence he has. Among the BTAP portion of the

sample, this influence then has an impact on their self-ratings. Finally, these self-ratings have a strong impact on both morale and career intent.

## DISCUSSION

### Battle Buddies

The evidence resulting from the training survey indicates that the battle buddy program is functioning well and is appreciated by soldiers. Among the findings that support this statement are the following:

- 85% of respondents said they were at least somewhat responsible for their battle buddy's success.
- 94% of respondents said they helped their battle buddy somewhat or a great deal.
- Over half of the respondents indicated that their battle buddy had a positive effect on them in terms of each of 14 factors included in the survey (e.g., confidence, morale, commitment).
- There was a positive, significant relationship between liking one's battle buddy and self-rated morale.

One possible exception to the overall good news in regard to the OSUT battle buddy program is the indication of a certain lack of stability in the battle buddy pairs, with 46% of respondents indicating they had more than one buddy over the course of training. The reasons for this are not evident from the survey, but one possible cause is obviously attrition. There was no indication in the data that having multiple buddies had an impact on the degree to which they were liked; however, it seems logical that the more stable the pairings the more opportunity there is for feelings of mutual respect and trust to develop.

It is also clear from the training survey results that an important component of successful battle buddy pairs is their liking for one another. For instance, there was a clear relationship between the degree of liking for one's battle buddy and the amount of time spent with him. In addition, battle buddies who were liked received higher ratings than those whom soldiers felt neutral about or disliked. Unfortunately, causality cannot be determined from these data. It is not clear, for instance, whether battle buddies develop positive feelings for one another based in part on their perceptions of one another's motivation, commitment, and so forth, or if they get to know and like one another and this influences their views of one another's qualities. In all likelihood, both processes were at work.

The major reason given for opposing assigning battle buddies together to their first unit was the difficulty involved if the two soldiers dislike one another. Given the strong relationship between liking and other factors (e.g., morale, assessment of BTAP, how they evaluated their buddy), it seems wise not to maintain battle buddy teams when there are negative feelings—either one-sided or mutual—between them. Fortunately, this problem occurs in a relatively small proportion of buddy teams; 81% of OSUT respondents said they liked their battle buddy to at least some degree and only 9% disliked him.



There is no evidence that assigning soldiers who don't get along to the same unit has *detrimental* effects. Rather, it seems that in these cases, the soldiers simply choose not to interact, therefore preventing any positive effects that might result from their association. Therefore, making BTAP program participation mandatory is unlikely to cause any harm due to personality conflicts, acknowledging that in a small proportion of cases, the program's intended effects will not be realized. Furthermore, this option might be easier to administer, because allowing battle buddies to decide whether they want to be assigned together could result in disagreements (e.g., one battle buddy does and the other doesn't).

## **BTAP**

Our attempts to verify the BTAP status of survey respondents led to some rather surprising results. These included the fact that only 60% of those who had been designated as program participants in U.S. Army Personnel records said they had been assigned to their unit with their OSUT battle buddy. Perhaps even more surprising was that of the 60 buddy teams that we were able to identify, only 25 pairs both agreed that they had been so assigned. In a similar number of pairs (23), one soldier indicated that he did go to his unit with his buddy while the buddy said this was not the case. There are several possible explanations for these results:

- Soldiers were assigned with their buddy, but not informed that this was the case.
- Soldiers were assigned with their buddy, but had moved to another unit by the time the survey was administered so when asked if their battle buddy had been "assigned to this post," properly indicated "no."
- Soldiers were mistakenly identified as being program participants in the records used to classify them as BTAP or control.

Whatever the explanation, it seems apparent that there was some confusion regarding BTAP during its early stages. Several steps have been taken to correct this situation, including the development of assignment and tracking software to better manage and monitor buddy teams.

Another result that may be due to BTAP's start-up status at the time of the evaluation was the failure in many cases to assign soldiers together to the lowest unit level possible. Approximately half of the respondents said that they were assigned at the company or battalion level. Evidence strongly suggests that this has a major impact on the level of interaction between the soldiers; while 81% of those assigned to the same squad or platoon said they interacted with their buddy once or twice a day or more, only 35% of those assigned to the same company or battalion responded in this manner. There was also a clear relationship between the amount of interaction and the degree of satisfaction with it; those who interacted more expressed higher levels of satisfaction.

These results highlight the importance of level of assignment if the goals of BTAP are to be realized. Thus, as the program continues, every effort should be made to ensure that

paired soldiers are placed in such a manner that they will continue to interact on a frequent basis and provide the intended support and assistance.

The unit survey data suggest that buddies have significantly less impact in this environment than was true in training. This is evidenced by the fact that 85% of the OSUT soldiers said they were somewhat or very responsible for their buddy's success as compared to 52% of those in the field. Further, 94% of soldiers in training said they helped their buddy somewhat or very much, while only 71% of those in the field responded in this manner. Finally, when asked to assess the impact their buddy had on them on a variety of dimensions, an average of 60% of soldiers in training said positive or very positive compared to 35% of unit soldiers who responded this way. The reason for this decline is not evident from the survey data, however, two factors undoubtedly play a role. First, respondents interacted with their buddies less once they were in the field (i.e., 78% of OSUT soldiers reported interacting several times a day as compared to less than 50% of unit soldiers). This decreased level of interaction leaves less opportunity to have an impact. Further, it seems likely that the level of support required in training may be higher. Meeting the physical and other challenges and adapting to a completely new way of life likely involve more effort and stress than making the transition to an operational unit.

Having noted the differences between the training and operational environments in terms of buddy influence, it is also worth noting that more than half of the respondents said they helped their buddy and one-quarter to one-half indicated that their buddy had a positive impact on them regarding the various dimensions included in the survey. When these results are compared to those found for soldiers in the control group (who responded in terms of their closest friend in their unit), they generally come up somewhat short. That is, a higher percentage of the control group indicated that they were responsible for their friends' success, helped their friends, and spent at least some time doing so. In addition, there were significant differences in the ratings of buddy/friend influence on five dimensions, all favoring the control group.

There are several possible explanations for the differences found between the BTAP and control groups. For one, interaction is a prerequisite for friendship formation. Therefore, it is highly likely that the soldiers referred to by members of the control group were uniformly assigned at a closer level (e.g., squad, platoon) than were the BTAP respondents. This is supported by the data on frequency of interaction; 76% of control soldiers reported interacting once or twice a day or more as compared to 52% of those in BTAP. Thus, taken as a whole, there was greater opportunity for friends to have an impact than there was for buddies. Another factor that may have played a role is the higher degree of liking expressed by members of the control group. This also is to be expected, in that it seems unlikely that a respondent would pick someone he didn't like as the "soldier who has been your closest friend." BTAP buddies, on the other hand, were assigned, thereby increasing the likelihood that they may not get along. It is worth noting again, however, that only 14% of the BTAP participants said they did not like their buddy. Finally, the importance of liking of buddy/friend in terms of several of the other outcomes (e.g., morale), suggests that this may be something for leadership to attend to in monitoring those under them. That is, soldiers who have apparently not established a

connection with someone else in the unit may be candidates for counseling to determine why this may be the case and to provide advice in the area of social skills and “fitting in.” To the extent that such advice leads a soldier to establish friendships within the unit, it may increase morale and decrease the likelihood of attrition.

Finally, the models of buddy/friend effects both reaffirmed and illuminated the earlier findings. It was clear that level of assignment had a direct and strong effect on the amount of interaction between the soldiers. Also clear was the impact of liking one’s buddy/friend on how he was evaluated. The models go on to suggest that buddies and friends who are liked more, and therefore evaluated more highly, are also seen as having a more positive influence, and that this can have a positive effect on one’s self evaluations. Self evaluations were, in turn, found to have a strong positive effect on morale and career intent. Therefore, one possible explanation of the impact of buddies and friends is that they can strengthen each others’ views of themselves as soldiers, which then positively affects morale and intentions to continue serving in the Army.

### **Final Recommendations**

The results of the survey and discussions held with various officials associated with BTAP led to the following recommendations regarding battle buddies and BTAP:

- Given the apparent instability of buddy teams in OSUT, it may be worthwhile to determine the cause of this phenomenon and possible solutions. Having a longer period to get to know one another and develop a sense of trust would likely result in stronger, more effective buddy teams.
- Because the degree to which buddies liked one another had a strong positive impact on their level of interaction and impact, it may be worth the effort to use some screening measures (e.g., interests, likes/dislikes) to match battle buddy pairs. As noted, a relatively small number of soldiers reported not liking their battle buddy. However, it must be acknowledged that despite attempts to match soldiers based on interests and other characteristics, it is likely that some pairs still won’t get along.
- In implementing the program, an emphasis should be placed on ensuring that buddies are assigned to the smallest unit level possible (i.e., squad, platoon). Assignment level has a major impact on the amount of interaction between the soldiers, which in turn dictates the degree of assistance they can provide one another.
- Continue efforts to improve the administrative functioning of the program, including investigating means by which those included in it can also be able to pursue training and assignment options that will further their careers and maintain their motivation.
- Ensure that soldiers who are in the program are aware of that fact and they understand the reasoning behind BTAP (i.e., they are being assigned with their battle buddies so they can provide support and encouragement beyond the training environment).

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**APPENDIX A**  
**SURVEY INSTRUMENTS**

SURVEY APPROVAL AUTHORITY: U.S. ARMY RESEARCH INSTITUTE  
FOR THE BEHAVIORAL AND SOCIAL SCIENCES  
SURVEY CONTROL NUMBER: TAPC-ARI-AO-01-09A  
RCS: MILPC-3  
60-32A

## Infantry Career Survey: Training Company



2001

The *Infantry Career Survey: Training Company* is designed to provide information about the experiences of soldiers during OSUT. The survey addresses a variety of topics about you, your relationships with your fellow soldiers, your unit, and your leaders. The information from the survey will be used to determine how current programs and policies can best satisfy the needs and expectations of soldiers while in training and in their first operational assignment. Responses from you and fellow soldiers will be combined to insure confidentiality.

Thank you for your support for this survey program.

#### INSTRUCTIONS

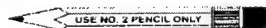
1. CAREFULLY READ EACH QUESTION AND ALL THE POSSIBLE RESPONSES before selecting your response. Please respond as accurately as possible to the questions.
2. DO NOT DISCUSS YOUR RESPONSES WITH ANYONE.
3. YOUR PARTICIPATION IS NEEDED. The Army needs information from you in order to make informed decisions to improve unit conditions. Your participation is encouraged so that the data will be complete and representative of all first-term infantry soldiers.
4. USE THE RETURN ENVELOPE. After you have completed the survey, please place the questionnaire in the envelope provided, seal the envelope, and return it to your unit point-of-contact. The envelope is provided to ensure your confidentiality.

#### PRIVACY ACT STATEMENT

1. The Department of the Army may collect the information requested in this survey under the authority of 10 United States Code 2358. Providing information in this questionnaire is voluntary. Failure to respond to any specific question will not result in any penalty.
2. Public Law 93-573 (Privacy Act of 1974) requires that you be informed of the purpose and uses to be made of the information collected. The information collected in the survey will be used solely for research purposes. Your Social Security Number (SSN) is requested only for linking data files. Use of SSNs is authorized by Executive Order 9397. In accordance with federal regulations, the survey data will be safeguarded to protect your privacy. After we have used your SSN to create the data files, a new identification code will be created to replace your SSN. The file linking your SSN to the new ID code will be properly secured to preserve confidentiality. Only survey statisticians involved in collecting or preparing the information for analysis will have access to completed questionnaires. Only group statistics will be reported.

#### GENERAL INSTRUCTIONS

- Please use a No. 2 pencil.



- Make heavy black marks that fill the circle for your answer.
- Please do not make stray marks of any kind.
- Do not fold, tear, cut, trim, staple or tape closed, or place a label on the questionnaire.

#### INCORRECT MARKS



#### CORRECT MARK







## ABOUT YOU

8. Please indicate how true you think the following statements are of you.

Completely true  
Quite true  
A little true  
Not at all true

- a. When I have a choice, I try to work in a group instead of by myself ..... ① ② ③ ④
- b. I pay a good deal of attention to the feelings of others at work ..... ① ② ③ ④
- c. I prefer to do my own work and let others do theirs ..... ① ② ③ ④
- d. I express my disagreements with others openly ..... ① ② ③ ④
- e. I find myself talking to those around me about non-business related matters ..... ① ② ③ ④
- f. Most of my life gets spent doing things that are worthwhile ..... ① ② ③ ④
- g. Planning ahead can help avoid most future problems ..... ① ② ③ ④
- h. I don't like to make changes in my everyday schedule ..... ① ② ③ ④
- i. Working hard doesn't matter because only the bosses profit by it ..... ① ② ③ ④
- j. Changes in routine are interesting to me ..... ① ② ③ ④
- k. By working hard you can always achieve your goals ..... ① ② ③ ④
- l. I really look forward to my work ..... ① ② ③ ④
- m. If I'm working on a difficult task, I know when to seek help ..... ① ② ③ ④
- n. Most of the time, people listen carefully to what I have to say ..... ① ② ③ ④
- o. Trying your best at work really pays off in the end ..... ① ② ③ ④
- p. It bothers me when my daily routine gets interrupted ..... ① ② ③ ④
- q. Most days, life is really interesting and exciting for me ..... ① ② ③ ④

Completely true  
Quite true  
A little true  
Not at all true

- r. I enjoy the challenge when I have to do more than one thing at a time ..... ① ② ③ ④
- s. I like having a daily schedule that doesn't change very much ..... ① ② ③ ④
- t. When I make plans, I'm certain I can make them work ..... ① ② ③ ④

9. Please rate yourself on each of the areas listed.

Very High  
High  
Moderate  
Low  
Very Low

- a. level of confidence as a soldier ..... ① ② ③ ④ ⑤
- b. motivation as a soldier ..... ① ② ③ ④ ⑤
- c. satisfaction with the Army ..... ① ② ③ ④ ⑤
- d. ability to get along with other soldiers ..... ① ② ③ ④ ⑤
- e. commitment to completing your term of service ..... ① ② ③ ④ ⑤
- f. job performance ..... ① ② ③ ④ ⑤
- g. ability to balance work and personal demands ..... ① ② ③ ④ ⑤
- h. ability to adapt to the Army lifestyle ..... ① ② ③ ④ ⑤
- i. ability to meet Army physical standards ..... ① ② ③ ④ ⑤
- j. ability to meet Army performance standards ..... ① ② ③ ④ ⑤
- k. ability to meet Army standards of conduct ..... ① ② ③ ④ ⑤
- l. ability to deal with medical problems ..... ① ② ③ ④ ⑤
- m. ability to deal with personal and family problems ..... ① ② ③ ④ ⑤
- n. adjustment to training company ..... ① ② ③ ④ ⑤

## BUDDY TEAMS

10. How many different battle buddies did you have during One Station Unit Training (OSUT)?

- ☐ 0  
☐ 1  
☐ 2  
☐ 3  
☐ 4 or more

11. Have you been assigned a battle buddy who will go with you to your first assignment?

- ☐ Yes  
☐ No

Questions 12-21 concern the battle buddy you had at the end of OSUT. Please answer these questions based on the time you and this battle buddy served together during training, whether or not he will be going with you to your first assignment.

12. How many weeks did you and your battle buddy serve together in the same training company?

0	9
1	8
2	7
3	6
4	5
5	4
6	3
7	2
8	1
9	0

13. On average, I interact(ed) with my battle buddy ...

- ☐ several times a day  
☐ once or twice a day  
☐ every other day  
☐ once or twice a week  
☐ less than once a week

14. In general, I interact(ed) with my battle buddy:

- ☐ less than I did with other soldiers in my training company  
☐ about the same as I did with other soldiers in my training company  
☐ more than I did with other soldiers in my training company

15. How satisfied have you been with the amount of interaction you had with your battle buddy?

- ☐ Very satisfied  
☐ Satisfied  
☐ Neither satisfied nor dissatisfied  
☐ Dissatisfied  
☐ Very dissatisfied

16. Overall, how much have you liked your battle buddy?

- ☐ Liked very much  
☐ Liked somewhat  
☐ Neither liked nor disliked  
☐ Disliked somewhat  
☐ Disliked very much

17. Please rate your battle buddy on each of the areas listed.

Very High	Very Low
High	Low
Moderate	Don't Know

- a. level of confidence as a soldier ..... 1 2 3 4 5 6
- b. motivation as a soldier ..... 1 2 3 4 5 6
- c. satisfaction with the Army ..... 1 2 3 4 5 6
- d. ability to get along with other soldiers ..... 1 2 3 4 5 6
- e. commitment to completing his term of service ..... 1 2 3 4 5 6
- f. job performance ..... 1 2 3 4 5 6
- g. ability to balance work and personal demands ..... 1 2 3 4 5 6
- h. ability to adapt to the Army lifestyle ..... 1 2 3 4 5 6
- i. ability to meet Army physical standards ..... 1 2 3 4 5 6
- j. ability to meet Army performance standards ..... 1 2 3 4 5 6
- k. ability to meet Army standards of conduct ..... 1 2 3 4 5 6
- l. ability to deal with medical problems ..... 1 2 3 4 5 6
- m. ability to deal with personal and family problems ..... 1 2 3 4 5 6
- n. adjustment to training company ..... 1 2 3 4 5 6

18. How responsible have you felt for making sure your battle buddy succeeded in training?

- ☐ Very responsible  
☐ Somewhat responsible  
☐ Not at all responsible

19. How much *have you helped* your battle buddy with problems or challenges that were important to him?

- ☐ I helped my buddy a great deal  
☐ I helped my buddy somewhat  
☐ I didn't help my buddy at all

20. How much *time and effort* have you spent helping your battle buddy with problems or challenges he faced?

- ☐ A great deal of time      ☐ Very little time  
☐ Some time                      ☐ No time

21. What effect has your battle buddy had on you in terms of ...

Very positive influence  
Positive influence  
No influence  
Negative influence  
Very negative influence

- a. your level of confidence as a soldier ..... 1 2 3 4 5  
b. your motivation as a soldier ..... 1 2 3 4 5  
c. your satisfaction with the Army ..... 1 2 3 4 5  
d. your ability to get along with other soldiers ..... 1 2 3 4 5  
e. your commitment to completing your term of service in the Army ..... 1 2 3 4 5  
f. your job performance ..... 1 2 3 4 5  
g. your ability to balance work and personal demands ..... 1 2 3 4 5  
h. your ability to adapt to the Army lifestyle ..... 1 2 3 4 5  
i. your ability to meet Army physical standards ..... 1 2 3 4 5  
j. your ability to meet Army performance standards ..... 1 2 3 4 5  
k. your ability to meet Army standards of conduct ..... 1 2 3 4 5  
l. your ability to deal with medical problems ..... 1 2 3 4 5  
m. your ability to deal with personal and family problems ..... 1 2 3 4 5  
n. your adjustment to your current unit ..... 1 2 3 4 5

### YOUR TRAINING COMPANY AND ITS LEADERS

22. Please indicate your level of agreement with the following statements about your training company.

Strongly agree  
Agree  
Neither agree nor disagree  
Disagree  
Strongly disagree

- a. My current company has a great deal of personal meaning to me ..... 1 2 3 4 5  
b. The people I work with really care about my well being ..... 1 2 3 4 5  
c. If I had a personal problem, I could count on soldiers in my company to help me out ..... 1 2 3 4 5  
d. I don't feel a strong sense of belonging to my current company ..... 1 2 3 4 5  
e. In general, I can count on the soldiers in my company to get the job done ..... 1 2 3 4 5  
f. My company works well together as a team ..... 1 2 3 4 5  
g. I get along well with the soldiers in my company ..... 1 2 3 4 5  
h. I often do things with my fellow soldiers outside of work ..... 1 2 3 4 5  
i. When someone in this company fails, everyone feels responsible ..... 1 2 3 4 5  
j. The morale in my company is high ..... 1 2 3 4 5  
k. The people most important to me would be disappointed if I dropped out of the Army before completing my service obligation ..... 1 2 3 4 5  
l. I would be disappointed in myself if I did not complete my service obligation ..... 1 2 3 4 5  
m. My battle buddy would be disappointed in me if I did not complete my service obligation ..... 1 2 3 4 5  
n. The members of my company look down on soldiers who leave the Army before completing their obligation ..... 1 2 3 4 5

23. Please indicate your level of agreement with the following statements about the leaders in your training company.

Strongly agree  
Agree  
Neither agree nor disagree  
Disagree  
Strongly disagree

- a. It is easy for soldiers to go to company leaders about a problem ..... ① ② ③ ④ ⑤
- b. In my company, leaders try to help soldiers stay in the Army even when soldiers have trouble meeting standards ..... ① ② ③ ④ ⑤
- c. Leaders in my company treat soldiers with respect ..... ① ② ③ ④ ⑤
- d. I am impressed with the quality of leaders in my company ..... ① ② ③ ④ ⑤
- e. The leaders in my company set high standards for soldiers in terms of good behavior and discipline ..... ① ② ③ ④ ⑤
- f. Company leaders are interested in my personal welfare ..... ① ② ③ ④ ⑤
- g. My company forces out soldiers who have problems meeting performance standards ..... ① ② ③ ④ ⑤

#### MORE ABOUT YOU

24. Please rate your current level of morale.

- ☐ Very high  
☐ High  
☐ Moderate  
☐ Low  
☐ Very low

25. What level of conflict/stress are you now experiencing due to your military job or work?

- ☐ Very high  
☐ High  
☐ Moderate  
☐ Low  
☐ Very low

26. What level of conflict/stress are you now experiencing due to your family/personal life?

- ☐ Very high  
☐ High  
☐ Moderate  
☐ Low  
☐ Very low

27. Which of the following best describes your current career intentions with the Army?

- ☐ Probably leave before the end of my obligation  
☐ Definitely leave before the end of my obligation  
☐ Probably leave after my present obligation is met  
☐ Definitely leave after my present obligation is met  
☐ Probably stay in, but not until retirement eligibility  
☐ Definitely stay at least until retirement eligibility

28. At the present time, how do you feel about your decision to enlist in the Army?

- ☐ Definitely made the right decision  
☐ Probably made the right decision  
☐ Not sure  
☐ Probably made the wrong decision  
☐ Definitely made the wrong decision

29. Please indicate how much you agree or disagree with the following statement:

Assigning OSUT battle buddies together to the same first duty unit is a good Army practice.

- ☐ Strongly agree  
☐ Agree  
☐ Neither agree nor disagree  
☐ Disagree  
☐ Strongly disagree

**FINALLY...**

**Why do you agree or disagree that assigning OSUT battle buddies together to the same first duty unit is a good practice for the Army (Question 29)?**

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

SURVEY APPROVAL AUTHORITY: U.S. ARMY RESEARCH INSTITUTE  
FOR THE BEHAVIORAL AND SOCIAL SCIENCES  
SURVEY CONTROL NUMBER: TAPC-ARI-AO-01-09A  
RCS: MILPC-3  
60-32C

## **Infantry Career Survey: First Duty Unit**



**2001**

The *Infantry Career Survey: First Duty Unit* is designed to provide information about the experiences of soldiers during their first duty assignment. The survey addresses a variety of topics about you, your relationships with your fellow soldiers, your unit, and your leaders. The information from the survey will be used to determine how current programs and policies can best satisfy the needs and expectations of soldiers while in their first operational assignment. Responses from you and fellow soldiers will be combined to insure confidentiality.

Thank you for your support for this survey program.

#### INSTRUCTIONS

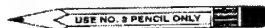
1. CAREFULLY READ EACH QUESTION AND ALL THE POSSIBLE RESPONSES before selecting your response. Please respond as accurately as possible to the questions.
2. DO NOT DISCUSS YOUR RESPONSES WITH ANYONE.
3. YOUR PARTICIPATION IS NEEDED. The Army needs information from you in order to make informed decisions to improve unit conditions. Your participation is encouraged so that the data will be complete and representative of all first-term infantry soldiers.
4. USE THE RETURN ENVELOPE. After you have completed the survey, please place the questionnaire in the envelope provided, seal the envelope, and return it to your unit point-of-contact. The envelope is provided to ensure your confidentiality.

#### PRIVACY ACT STATEMENT

1. The Department of the Army may collect the information requested in this survey under the authority of 10 United States Code 2358. Providing information in this questionnaire is voluntary. Failure to respond to any specific question will not result in any penalty.
2. Public Law 93-573 (Privacy Act of 1974) requires that you be informed of the purpose and uses to be made of the information collected. The information collected in the survey will be used solely for research purposes. Your Social Security Number (SSN) is requested only for linking data files. Use of SSNs is authorized by Executive Order 9397. In accordance with federal regulations, the survey data will be safeguarded to protect your privacy. After we have used your SSN to create the data files, a new identification code will be created to replace your SSN. The file linking your SSN to the new ID code will be properly secured to preserve confidentiality. Only survey statisticians involved in collecting or preparing the information for analysis will have access to completed questionnaires. Only group statistics will be reported.

#### GENERAL INSTRUCTIONS

- Please use a No. 2 pencil.



- Make heavy black marks that fill the circle for your answer.
- Please do not make stray marks of any kind.
- Do not fold, tear, cut, trim, staple or tape closed, or place a label on the questionnaire.

#### INCORRECT MARKS



#### CORRECT MARK







10. (continued) Please indicate how true you think the following statements are of you.

- |  | Completely true | Quite true | A little true | Not at all true |
|--|-----------------|------------|---------------|-----------------|
| d. I express my disagreements with others openly .....                               | 1               | 2          | 3             | 4               |
| e. I find myself talking to those around me about non-business related matters ..... | 1               | 2          | 3             | 4               |
| f. Most of my life gets spent doing things that are worthwhile .....                 | 1               | 2          | 3             | 4               |
| g. Planning ahead can help avoid most future problems .....                          | 1               | 2          | 3             | 4               |
| h. I don't like to make changes in my everyday schedule .....                        | 1               | 2          | 3             | 4               |
| i. Working hard doesn't matter, because only the bosses profit by it .....           | 1               | 2          | 3             | 4               |
| j. Changes in routine are interesting to me .....                                    | 1               | 2          | 3             | 4               |
| k. By working hard you can always achieve your goals .....                           | 1               | 2          | 3             | 4               |
| l. I really look forward to my work .....  | 1               | 2          | 3             | 4               |
| m. If I'm working on a difficult task, I know when to seek help .....                | 1               | 2          | 3             | 4               |
| n. Most of the time, people listen carefully to what I have to say .....             | 1               | 2          | 3             | 4               |
| o. Trying your best at work really pays off in the end .....                         | 1               | 2          | 3             | 4               |
| p. It bothers me when my daily routine gets interrupted .....                        | 1               | 2          | 3             | 4               |
| q. Most days, life is really interesting and exciting for me .....                   | 1               | 2          | 3             | 4               |
| r. I enjoy the challenge when I have to do more than one thing at a time .....       | 1               | 2          | 3             | 4               |
| s. I like having a daily schedule that doesn't change very much .....                | 1               | 2          | 3             | 4               |
| t. When I make plans, I'm certain I can make them work .....                         | 1               | 2          | 3             | 4               |

11. Please rate yourself on each of the areas listed.

- |  | Very High | High | Moderate | Low | Very Low |
|--|-----------|------|----------|-----|----------|
| a. level of confidence as a soldier .....                  | 1         | 2    | 3        | 4   | 5        |
| b. motivation as a soldier .....                           | 1         | 2    | 3        | 4   | 5        |
| c. satisfaction with the Army .....                        | 1         | 2    | 3        | 4   | 5        |
| d. ability to get along with other soldiers .....          | 1         | 2    | 3        | 4   | 5        |
| e. commitment to completing your term of service .....     | 1         | 2    | 3        | 4   | 5        |
| f. job performance .....                                   | 1         | 2    | 3        | 4   | 5        |
| g. ability to balance work and personal demands .....      | 1         | 2    | 3        | 4   | 5        |
| h. ability to adapt to the Army lifestyle .....            | 1         | 2    | 3        | 4   | 5        |
| i. ability to meet Army physical standards .....           | 1         | 2    | 3        | 4   | 5        |
| j. ability to meet Army performance standards .....        | 1         | 2    | 3        | 4   | 5        |
| k. ability to meet Army standards of conduct .....         | 1         | 2    | 3        | 4   | 5        |
| l. ability to deal with medical problems .....             | 1         | 2    | 3        | 4   | 5        |
| m. ability to deal with personal and family problems ..... | 1         | 2    | 3        | 4   | 5        |
| n. adjustment to training company .....                    | 1         | 2    | 3        | 4   | 5        |

#### BUDDY TEAMS

12. How many different battle buddies did you have during One Station Unit Training (OSUT)?

- ☐ 0  
☐ 1  
☐ 2  
☐ 3  
☐ 4 or more

13. Was your battle buddy at the end of OSUT also assigned to this post?

- ☐ Yes  
☐ No (skip to question 27)

14. Was the battle buddy who came with you to this post also your battle buddy during most of OSUT?

- ☐ Yes  
☐ No

15. When we arrived at this post, my battle buddy and I were assigned to the same ...

- ☐ Squad  
☐ Platoon  
☐ Company  
☐ Battalion  
☐ Other (please specify) \_\_\_\_\_

16. At this time, my battle buddy and I are assigned to the same ...

- ☐ Squad  
☐ Platoon  
☐ Company  
☐ Battalion  
☐ Not applicable, my battle buddy has been assigned to a different post  
☐ Not applicable, my battle buddy left the Army  
☐ Other (please explain) \_\_\_\_\_

Questions 17-26 concern the battle buddy who was assigned with you to this post. Please answer these questions based on the time you and your battle buddy served together at this post.

17. How many weeks did you and your battle buddy serve together at the same post?

0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

18. On average, I interact(ed) with my battle buddy ...

- ☐ several times a day  
☐ once or twice a day  
☐ every other day  
☐ once or twice a week  
☐ less than once a week

19. In general, I interact(ed) with my battle buddy:

- ☐ less than I did with other soldiers at this post  
☐ about the same as I did with other soldiers at this post  
☐ more than I did with other soldiers at this post

20. How satisfied have you been with the amount of interaction you had with your battle buddy?

- ☐ Very satisfied  
☐ Satisfied  
☐ Neither satisfied nor dissatisfied  
☐ Dissatisfied  
☐ Very dissatisfied

21. Overall, how much have you liked your battle buddy?

- ☐ Liked very much  
☐ Liked somewhat  
☐ Neither liked nor disliked  
☐ Disliked somewhat  
☐ Disliked very much

22. Please rate your battle buddy on each of the areas listed.

Very High  
High  
Moderate  
Low  
Very Low  
Don't Know

- a. level of confidence as a soldier ... 1 2 3 4 5 6  
b. motivation as a soldier ... 1 2 3 4 5 6  
c. satisfaction with the Army ... 1 2 3 4 5 6  
d. ability to get along with other soldiers ... 1 2 3 4 5 6  
e. commitment to completing his term of service ... 1 2 3 4 5 6  
f. job performance ... 1 2 3 4 5 6  
g. ability to balance work and personal demands ... 1 2 3 4 5 6  
h. ability to adapt to the Army lifestyle ... 1 2 3 4 5 6  
i. ability to meet Army physical standards ... 1 2 3 4 5 6  
j. ability to meet Army performance standards ... 1 2 3 4 5 6  
k. ability to meet Army standards of conduct ... 1 2 3 4 5 6  
l. ability to deal with medical problems ... 1 2 3 4 5 6  
m. ability to deal with personal and family problems ... 1 2 3 4 5 6  
n. adjustment to current unit ... 1 2 3 4 5 6

23. How responsible have you felt for making sure your battle buddy succeeds in the Army?

- ☐ Very responsible  
☐ Somewhat responsible  
☐ Not at all responsible

24. How much have you helped your battle buddy with problems or challenges that were important to him?

- ☐ I helped my buddy a great deal  
☐ I helped my buddy somewhat  
☐ I didn't help my buddy at all

25. How much time and effort have you spent helping your battle buddy with problems or challenges he faced?

- ☐ A great deal of time      ☐ Very little time  
☐ Some time                      ☐ No time

26. What effect has your battle buddy had on you in terms of ...

- |   | Very positive influence | Positive influence | No influence | Negative influence | Very negative influence |
|---|-------------------------|--------------------|--------------|--------------------|-------------------------|
| a. your level of confidence as a soldier                          | 1                       | 2                  | 3            | 4                  | 5                       |
| b. your motivation as a soldier                                   | 1                       | 2                  | 3            | 4                  | 5                       |
| c. your satisfaction with the Army                                | 1                       | 2                  | 3            | 4                  | 5                       |
| d. your ability to get along with other soldiers                  | 1                       | 2                  | 3            | 4                  | 5                       |
| e. your commitment to completing your term of service in the Army | 1                       | 2                  | 3            | 4                  | 5                       |
| f. your job performance   | 1                       | 2                  | 3            | 4                  | 5                       |
| g. your ability to balance work and personal demands              | 1                       | 2                  | 3            | 4                  | 5                       |
| h. your ability to adapt to the Army lifestyle                    | 1                       | 2                  | 3            | 4                  | 5                       |
| i. your ability to meet Army physical standards                   | 1                       | 2                  | 3            | 4                  | 5                       |
| j. your ability to meet Army performance standards                | 1                       | 2                  | 3            | 4                  | 5                       |
| k. your ability to meet Army standards of conduct                 | 1                       | 2                  | 3            | 4                  | 5                       |
| l. your ability to deal with medical problems                     | 1                       | 2                  | 3            | 4                  | 5                       |
| m. your ability to deal with personal and family problems         | 1                       | 2                  | 3            | 4                  | 5                       |
| n. your adjustment to your current unit                           | 1                       | 2                  | 3            | 4                  | 5                       |

## YOUR COMPANY AND ITS LEADERS

27. How many weeks have you been assigned to your current company?

0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

28. Please indicate how much you agree or disagree with the following statements.

- |  | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |
|--|----------------|-------|----------------------------|----------|-------------------|
| a. My current company has a great deal of personal meaning to me                       | 1              | 2     | 3                          | 4        | 5                 |
| b. The people I work with really care about my well being                              | 1              | 2     | 3                          | 4        | 5                 |
| c. If I had a personal problem, I could count on soldiers in my company to help me out | 1              | 2     | 3                          | 4        | 5                 |
| d. I don't feel a strong sense of belonging to my current company                      | 1              | 2     | 3                          | 4        | 5                 |
| e. In general, I can count on the soldiers in my company to get the job done           | 1              | 2     | 3                          | 4        | 5                 |
| f. My company works well together as a team  | 1              | 2     | 3                          | 4        | 5                 |
| g. I get along well with the soldiers in my company                                    | 1              | 2     | 3                          | 4        | 5                 |
| h. I often do things with my fellow soldiers outside of work                           | 1              | 2     | 3                          | 4        | 5                 |
| i. When someone in this company fails, everyone feels responsible                      | 1              | 2     | 3                          | 4        | 5                 |
| j. The morale in my company is high  | 1              | 2     | 3                          | 4        | 5                 |
| k. My company is well prepared for deployment  | 1              | 2     | 3                          | 4        | 5                 |

28. (continued)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
l. The people most important to me would be disappointed if I dropped out of the Army before completing my service obligation .....	1	2	3	4	5
m. I would be disappointed in myself if I did not complete my service obligation .....	1	2	3	4	5
n. My battle buddy would be disappointed in me if I did not complete my service obligation .....	1	2	3	4	5
o. The members of my company look down on soldiers who leave the Army before completing their obligation .....	1	2	3	4	5

29. Please indicate how much you agree or disagree with the following statements.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. It is easy for soldiers to go to company leaders about a problem .....	1	2	3	4	5
b. In my company, leaders try to help soldiers stay in the Army even when soldiers have trouble meeting standards .....	1	2	3	4	5
c. Leaders in my company treat soldiers with respect .....	1	2	3	4	5
d. I am impressed with the quality of leaders in my company .....	1	2	3	4	5
e. The leaders in my company set high standards for soldiers in terms of good behavior and discipline .....	1	2	3	4	5
f. Company leaders are interested in my personal welfare .....	1	2	3	4	5
g. My company forces out soldiers who have problems meeting performance standards .....	1	2	3	4	5

30. What is your current duty position?

☐ Rifleman/Grenadier  
☐ Weapons Squad Member  
☐ RTO  
☐ Driver  
☐ Team Leader  
☐ Mortar/Anti-Armor Crewman  
☐ Other (please specify) \_\_\_\_\_

MORE ABOUT YOU

31. Please rate your current level of morale.

☐ Very high  
☐ High  
☐ Moderate  
☐ Low  
☐ Very low

32. What level of conflict/stress are you now experiencing due to your military job or work?

☐ Very high  
☐ High  
☐ Moderate  
☐ Low  
☐ Very low

33. What level of conflict/stress are you now experiencing due to your family/personal life?

☐ Very high  
☐ High  
☐ Moderate  
☐ Low  
☐ Very low

34. Which of the following best describes your current career intentions with the Army?

☐ Probably leave before the end of my obligation  
☐ Definitely leave before the end of my obligation  
☐ Probably leave after my present obligation is met  
☐ Definitely leave after my present obligation is met  
☐ Probably stay in, but not until retirement eligibility  
☐ Definitely stay at least until retirement eligibility

35. At the present time, how do you feel about your decision to enlist in the Army?

☐ Definitely made the right decision  
☐ Probably made the right decision  
☐ Not sure  
☐ Probably made the wrong decision  
☐ Definitely made the wrong decision

36. Please indicate how much you agree or disagree with the following statement:

Based on my experience, assigning OSUT battle buddies together to the same first duty unit is a good Army practice.

☐ Strongly agree  
☐ Agree  
☐ Neither agree nor disagree  
☐ Disagree  
☐ Strongly disagree

**FINALLY...**

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

SURVEY APPROVAL AUTHORITY: U.S. ARMY RESEARCH INSTITUTE  
FOR THE BEHAVIORAL AND SOCIAL SCIENCES  
SURVEY CONTROL NUMBER: TAPC-ARI-AO-01-09A  
RCS: MILPC-3  
60-32B

## Infantry Career Survey: First Duty Unit



2001



The *Infantry Career Survey: First Duty Unit* is designed to provide information about the experiences of soldiers during their first duty assignment. The survey addresses a variety of topics about you, your relationships with your fellow soldiers, your unit, and your leaders. The information from the survey will be used to determine how current programs and policies can best satisfy the needs and expectations of soldiers while in their first operational assignment. Responses from you and fellow soldiers will be combined to insure confidentiality.

Thank you for your support for this survey program.

#### INSTRUCTIONS

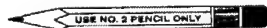
1. CAREFULLY READ EACH QUESTION AND ALL THE POSSIBLE RESPONSES before selecting your response. Please respond as accurately as possible to the questions.
2. DO NOT DISCUSS YOUR RESPONSES WITH ANYONE.
3. YOUR PARTICIPATION IS NEEDED. The Army needs information from you in order to make informed decisions to improve unit conditions. Your participation is encouraged so that the data will be complete and representative of all first-term infantry soldiers.
4. USE THE RETURN ENVELOPE. After you have completed the survey, please place the questionnaire in the envelope provided, seal the envelope, and return it to your unit point-of-contact. The envelope is provided to ensure your confidentiality.

#### PRIVACY ACT STATEMENT

1. The Department of the Army may collect the information requested in this survey under the authority of 10 United States Code 2358. Providing information in this questionnaire is voluntary. Failure to respond to any specific question will not result in any penalty.
2. Public Law 93-573 (Privacy Act of 1974) requires that you be informed of the purpose and uses to be made of the information collected. The information collected in the survey will be used solely for research purposes. Your Social Security Number (SSN) is requested only for linking data files. Use of SSNs is authorized by Executive Order 9397. In accordance with federal regulations, the survey data will be safeguarded to protect your privacy. After we have used your SSN to create the data files, a new identification code will be created to replace your SSN. The file linking your SSN to the new ID code will be properly secured to preserve confidentiality. Only survey statisticians involved in collecting or preparing the information for analysis will have access to completed questionnaires. Only group statistics will be reported.

#### GENERAL INSTRUCTIONS

- Please use a No. 2 pencil.



- Make heavy black marks that fill the circle for your answer.
- Please do not make stray marks of any kind.
- Do not fold, tear, cut, trim, staple or tape closed, or place a label on the questionnaire.

#### INCORRECT MARKS



#### CORRECT MARK



## BACKGROUND

- |   |   |   |   |   |   |   |   |   |   |
|---|---|---|---|---|---|---|---|---|---|
|   |   |   | - |   |   | - |   |   |   |
| 0 | 0 | 0 |   | 0 | 0 |   | 0 | 0 | 0 |
| 1 | 1 | 1 |   | 1 | 1 |   | 1 | 1 | 1 |
| 2 | 2 | 2 |   | 2 | 2 |   | 2 | 2 | 2 |
| 3 | 3 | 3 |   | 3 | 3 |   | 3 | 3 | 3 |
| 4 | 4 | 4 |   | 4 | 4 |   | 4 | 4 | 4 |
| 5 | 5 | 5 |   | 5 | 5 |   | 5 | 5 | 5 |
| 6 | 6 | 6 |   | 6 | 6 |   | 6 | 6 | 6 |
| 7 | 7 | 7 |   | 7 | 7 |   | 7 | 7 | 7 |
| 8 | 8 | 8 |   | 8 | 8 |   | 8 | 8 | 8 |
| 9 | 9 | 9 |   | 9 | 9 |   | 9 | 9 | 9 |

- ☐ Very familiar  
☐ Somewhat familiar  
☐ Not at all familiar



## ABOUT YOU

10. Please indicate how true you think the following statements are of you.

- |  |   |
|--|---|
|  | Completely true<br>Quite true<br>A little true<br>Not at all true |
| a. When I have a choice, I try to work in a group instead of by myself .....         | ① ② ③ ④   |
| b. I pay a good deal of attention to the feelings of others at work .....            | ① ② ③ ④   |
| c. I prefer to do my own work and let others do theirs .....                         | ① ② ③ ④   |
| d. I express my disagreements with others openly .....                               | ① ② ③ ④   |
| e. I find myself talking to those around me about non-business related matters ..... | ① ② ③ ④   |
| f. Most of my life gets spent doing things that are worthwhile .....                 | ① ② ③ ④   |
| g. Planning ahead can help avoid most future problems .....                          | ① ② ③ ④   |
| h. I don't like to make changes in my everyday schedule .....                        | ① ② ③ ④   |
| i. Working hard doesn't matter because only the bosses profit by it .....            | ① ② ③ ④   |
| j. Changes in routine are interesting to me .....                                    | ① ② ③ ④   |
| k. By working hard you can always achieve your goals .....                           | ① ② ③ ④   |
| l. I really look forward to my work .....  | ① ② ③ ④   |
| m. If I'm working on a difficult task, I know when to seek help .....                | ① ② ③ ④   |
| n. Most of the time, people listen carefully to what I have to say .....             | ① ② ③ ④   |
| o. Trying your best at work really pays off in the end .....                         | ① ② ③ ④   |
| p. It bothers me when my daily routine gets interrupted .....                        | ① ② ③ ④   |
| q. Most days, life is really interesting and exciting for me .....                   | ① ② ③ ④   |

- |  |   |
|--|---|
|  | Completely true<br>Quite true<br>A little true<br>Not at all true |
| r. I enjoy the challenge when I have to do more than one thing at a time ..... | ① ② ③ ④   |
| s. I like having a daily schedule that doesn't change very much .....          | ① ② ③ ④   |
| t. When I make plans, I'm certain I can make them work .....                   | ① ② ③ ④   |

11. Please rate yourself on each of the areas listed.

- |  |  |
|--|--|
|  | Very High<br>High<br>Moderate<br>Low<br>Very Low |
| a. level of confidence as a soldier .....                  | ① ② ③ ④ ⑤  |
| b. motivation as a soldier .....                           | ① ② ③ ④ ⑤  |
| c. satisfaction with the Army .....                        | ① ② ③ ④ ⑤  |
| d. ability to get along with other soldiers .....          | ① ② ③ ④ ⑤  |
| e. commitment to completing your term of service .....     | ① ② ③ ④ ⑤  |
| f. job performance .....                                   | ① ② ③ ④ ⑤  |
| g. ability to balance work and personal demands .....      | ① ② ③ ④ ⑤  |
| h. ability to adapt to the Army lifestyle .....            | ① ② ③ ④ ⑤  |
| i. ability to meet Army physical standards .....           | ① ② ③ ④ ⑤  |
| j. ability to meet Army performance standards .....        | ① ② ③ ④ ⑤  |
| k. ability to meet Army standards of conduct .....         | ① ② ③ ④ ⑤  |
| l. ability to deal with medical problems .....             | ① ② ③ ④ ⑤  |
| m. ability to deal with personal and family problems ..... | ① ② ③ ④ ⑤  |
| n. adjustment to current unit .....                        | ① ② ③ ④ ⑤  |

For questions 12-21, think about the time since you have been assigned to your current post. These questions concern the soldier who has been your closest friend in that time, whether or not this soldier is still at the post. Please answer these questions based on the time you and this soldier served together at this post.

12. How many weeks did you and your closest friend serve together at the same post?

0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

13. On average, I interact(ed) with my closest friend ...

- ☐ several times a day  
☐ once or twice a day  
☐ every other day  
☐ once or twice a week  
☐ less than once a week

14. In general, I interact(ed) with my closest friend:

- ☐ less than I did with other soldiers at this post  
☐ about the same as I did with other soldiers at this post  
☐ more than I did with other soldiers at this post

15. How satisfied have you been with the amount of interaction you had with your closest friend?

- ☐ Very satisfied  
☐ Satisfied  
☐ Neither satisfied nor dissatisfied  
☐ Dissatisfied  
☐ Very dissatisfied

16. Overall, how much have you liked your closest friend?

- ☐ Liked very much  
☐ Liked somewhat  
☐ Neither liked nor disliked  
☐ Disliked somewhat  
☐ Disliked very much

17. Please rate your closest friend on each of the areas listed.

	Very High	High	Moderate	Low	Very Low	Don't Know
a. level of confidence as a soldier...	1	2	3	4	5	6
b. motivation as a soldier .....	1	2	3	4	5	6
c. satisfaction with the Army .....	1	2	3	4	5	6
d. ability to get along with other soldiers .....	1	2	3	4	5	6
e. commitment to completing his term of service .....	1	2	3	4	5	6
f. job performance .....	1	2	3	4	5	6
g. ability to balance work and personal demands .....	1	2	3	4	5	6
h. ability to adapt to the Army lifestyle .....	1	2	3	4	5	6
i. ability to meet Army physical standards .....	1	2	3	4	5	6
j. ability to meet Army performance standards .....	1	2	3	4	5	6
k. ability to meet Army standards of conduct .....	1	2	3	4	5	6
l. ability to deal with medical problems .....	1	2	3	4	5	6
m. ability to deal with personal and family problems .....	1	2	3	4	5	6
n. adjustment to current unit .....	1	2	3	4	5	6

18. How responsible have you felt for making sure your closest friend succeeds in the Army?

- ☐ Very responsible  
☐ Somewhat responsible  
☐ Not at all responsible

19. How much have you helped your closest friend with problems or challenges that were important to him?

- ☐ I helped my friend a great deal  
☐ I helped my friend somewhat  
☐ I didn't help my friend at all

20. How much time and effort have you spent helping your closest friend with problems or challenges he faced?

- ☐ A great deal of time      ☐ Very little time  
☐ Some time                      ☐ No time

21. What effect has your closest friend had on you in terms of ...

- |   | Very positive influence | Positive influence | No influence | Negative influence | Very negative influence |
|---|-------------------------|--------------------|--------------|--------------------|-------------------------|
| a. your level of confidence as a soldier                          | 1                       | 2                  | 3            | 4                  | 5                       |
| b. your motivation as a soldier                                   | 1                       | 2                  | 3            | 4                  | 5                       |
| c. your satisfaction with the Army                                | 1                       | 2                  | 3            | 4                  | 5                       |
| d. your ability to get along with other soldiers                  | 1                       | 2                  | 3            | 4                  | 5                       |
| e. your commitment to completing your term of service in the Army | 1                       | 2                  | 3            | 4                  | 5                       |
| f. your job performance   | 1                       | 2                  | 3            | 4                  | 5                       |
| g. your ability to balance work and personal demands              | 1                       | 2                  | 3            | 4                  | 5                       |
| h. your ability to adapt to the Army lifestyle                    | 1                       | 2                  | 3            | 4                  | 5                       |
| i. your ability to meet Army physical standards                   | 1                       | 2                  | 3            | 4                  | 5                       |
| j. your ability to meet Army performance standards                | 1                       | 2                  | 3            | 4                  | 5                       |
| k. your ability to meet Army standards of conduct                 | 1                       | 2                  | 3            | 4                  | 5                       |
| l. your ability to deal with medical problems                     | 1                       | 2                  | 3            | 4                  | 5                       |
| m. your ability to deal with personal and family problems         | 1                       | 2                  | 3            | 4                  | 5                       |
| n. your adjustment to your current unit                           | 1                       | 2                  | 3            | 4                  | 5                       |

## YOUR COMPANY AND ITS LEADERS

22. How many weeks have you been assigned to your current company?

0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

23. Please indicate how much you agree or disagree with the following statements.

- |  | Strongly agree | Agree | Neither agree nor disagree | Disagree | Strongly disagree |
|--|----------------|-------|----------------------------|----------|-------------------|
| a. My current company has a great deal of personal meaning to me                       | 1              | 2     | 3                          | 4        | 5                 |
| b. The people I work with really care about my well being                              | 1              | 2     | 3                          | 4        | 5                 |
| c. If I had a personal problem, I could count on soldiers in my company to help me out | 1              | 2     | 3                          | 4        | 5                 |
| d. I don't feel a strong sense of belonging to my current company                      | 1              | 2     | 3                          | 4        | 5                 |
| e. In general, I can count on the soldiers in my company to get the job done           | 1              | 2     | 3                          | 4        | 5                 |
| f. My company works well together as a team  | 1              | 2     | 3                          | 4        | 5                 |
| g. I get along well with the soldiers in my company                                    | 1              | 2     | 3                          | 4        | 5                 |
| h. I often do things with my fellow soldiers outside of work                           | 1              | 2     | 3                          | 4        | 5                 |
| i. When someone in this company fails, everyone feels responsible                      | 1              | 2     | 3                          | 4        | 5                 |
| j. The morale in my company is high  | 1              | 2     | 3                          | 4        | 5                 |
| k. My company is well prepared for deployment  | 1              | 2     | 3                          | 4        | 5                 |

23. (continued)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
i. The people most important to me would be disappointed if I dropped out of the Army before completing my service obligation .....	1	2	3	4	5
m. I would be disappointed in myself if I did not complete my service obligation .....	1	2	3	4	5
n. My closest friend would be disappointed in me if I did not complete my service obligation .....	1	2	3	4	5
o. The members of my company look down on soldiers who leave the Army before completing their obligation .....	1	2	3	4	5

24. Please indicate how much you agree or disagree with the following statements.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
a. It is easy for soldiers to go to company leaders about a problem .....	1	2	3	4	5
b. In my company, leaders try to help soldiers stay in the Army even when soldiers have trouble meeting standards .....	1	2	3	4	5
c. Leaders in my company treat soldiers with respect .....	1	2	3	4	5
d. I am impressed with the quality of leaders in my company .....	1	2	3	4	5
e. The leaders in my company set high standards for soldiers in terms of good behavior and discipline .....	1	2	3	4	5
f. Company leaders are interested in my personal welfare .....	1	2	3	4	5
g. My company forces out soldiers who have problems meeting performance standards .....	1	2	3	4	5

25. What is your current duty position?

- ☐ Rifleman/Grenadier  
☐ Weapons Squad Member  
☐ RTO  
☐ Driver  
☐ Team Leader  
☐ Mortar/Anti-Armor Crewman  
☐ Other (please specify) \_\_\_\_\_

## MORE ABOUT YOU

26. Please rate your current level of morale.

- ☐ Very high  
☐ High  
☐ Moderate  
☐ Low  
☐ Very low

27. What level of conflict/stress are you now experiencing due to your military job or work?

- ☐ Very high  
☐ High  
☐ Moderate  
☐ Low  
☐ Very low

28. What level of conflict/stress are you now experiencing due to your family/personal life?

- ☐ Very high  
☐ High  
☐ Moderate  
☐ Low  
☐ Very low

29. Which of the following best describes your current career intentions with the Army?

- ☐ Probably leave before the end of my obligation  
☐ Definitely leave before the end of my obligation  
☐ Probably leave after my present obligation is met  
☐ Definitely leave after my present obligation is met  
☐ Probably stay in, but not until retirement eligibility  
☐ Definitely stay at least until retirement eligibility

30. At the present time, how do you feel about your decision to enlist in the Army?

- ☐ Definitely made the right decision  
☐ Probably made the right decision  
☐ Not sure  
☐ Probably made the wrong decision  
☐ Definitely made the wrong decision

31. Please indicate how much you agree or disagree with the following statement:

It would have been useful to me if my OSUT battle buddy had been assigned with me to this unit.

- ☐ Strongly agree  
☐ Agree  
☐ Neither agree nor disagree  
☐ Disagree  
☐ Strongly disagree

**FINALLY . . .**

Why do you think it would or would not have been useful to you to have your OSUT battle buddy assigned with you to this unit (Question 31)?

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

**APPENDIX B**  
**WRITTEN COMMENTS REGARDING BTAP**  
**END-OF-TRAINING SURVEY**  
**UNIT SURVEY**

## END-OF-TRAINING SURVEY COMMENTS

### Positive Comments

I think it is an excellent idea because the two buddies already have a built relationship and understand one another.

So you will know someone at your first station. (Make you feel more comfortable.)

I agree with assigning OSUT battle buddies together at their first duty assignment, because it gives them a chance to go into the new environment with somebody they already know.

That way you have someone there that you know and you would feel so out of place.

Battle buddies are very helpful with their buddies, because they are with them for basic training and have knowledge of them and their personal life, and could be helpful to them in a place where they have never been before. They will also make their buddies feel a little more comfortable knowing they have friends and someone they know at their first duty station.

I agree because it help's with army life and keeps soldiers on track.

It lets the soldiers going to new units have someone they know and can work with.

So soldiers have a place of security within their battle buddies. A soldier should never feel alone.

Easier for some people to adjust to change.

My reason for agreeing that assigning OSUT battle buddies together to the same 1st duty is because they've known each other from the start of basic and the soldier can count on his buddy whenever he has a problem or is in trouble out in the battlefield.

I believe it is good for the army to assign battle buddies to OSUT because that way they at least feel comfortable with one person instead of meeting all brand new people all over again.

I agree because its good to have someone to help you when you fall and know that he would cover you in a bad situation.

It would be good to have a person that you know when you go to your station.

I agree with OSUT battle buddies teams is a good practice for the Army because my battle buddy really helped me out a lot.

I agree with this program because it builds a strong bond between battle buddies. I disagree with this program because there could be problems if assigned battle buddies do not get along.

At least you can know and trust somebody.

Because you will know at least one person, before you get to your duty station.

Assigning battle buddies at the first unit because you're already a team and I would be easier to go to a new unit with somebody you know than just going to a new unit by yourself.

Agree because you know how to work together.

I believe it's a good idea because it sends you to a duty station with someone you know.

Agree...Some people have a harder time talking and or taking the steps to get to know people.

It helps people to have someone you know with you when you go through this #%\$@.

I agree because you will have someone to confide in. That will always be there if you need help. To talk, listen, or to help set physical standards.

I think it's a good idea because you would have someone you know when you got to your first duty station. That person you have already practiced working in a team will be an asset to your performance!

I agree because the battle buddies have a bond and that will carry them through the struggles of starting all over again in their new unit.

Because it helps us to learn in how to work as a team and to get along with others.

When you get to your duty station you know at least one person there.

Yes I strongly Agree.

Because they are the battle buddies that you learn with and you don't want to go everywhere with them.

I think it's a good idea to assign the same battle buddy teams, cause you guys aren't all new to everything by yourself. It's good though to get a new battle buddy, because you make another friend and drive on.



I agree because there is always someone there with you when you get smoked and when you need him. So you are never alone when you need help.

I think it's a good idea because your battle buddy is going through what you are.

Because when you go to your station nobody wants to be alone and not have anyone to help them.

Agree because they know a lot about each other and they have been through a lot together.

You will know somebody then. You won't have to do it alone.

I see that if you have somewhat a soldier who you spent time with, you would still have that extra confidence that you and he share.

We both know what each other is capable of. We also motivate each other to go on.

I agree because it gives joe a good person to talk to about the new surroundings.

Because they know each other and work well together already

For the single fact you know him, has training and first hand on what he has accomplished

Because I feel OSUT training is fairly hard mentally and physically and also when people are together for a period of time they sometimes form a good friendship. This could help out if you were to go to combat because you would know your battle buddy would not leave you for dead on the battle field, and you also know that you would rather die then let the enemy get their hands on your battle buddy/friend.

I would have to say I agree because we'd have more of a personal understanding that would aid in the transition to the new duty station.

I agree because we help each other through tougher times than any other civilian could take care of alone, or, probably with friends. We motivate each other easily also.

It allows soldiers to form a bond during OSUT, which is important.

They get to know each other and they can motivate each other. You get to know each other so well its like a piece of your family going everywhere with you. When you go to new places you don't feel alone.

That way the soldiers go together and know how one another work. And can learn together their new company SOP.

It assigns you someone to talk to if you have questions/problems. Some people in my platoon still don't have many friends, but if they have a problem even they will talk to their buddy about it.

I agree because when two or three soldiers go through the training together and learn each others habits and feelings they work well together and the army needs people who can work as a team not just as an individual. Battle buddies provide support for each other through thick and thin times.

I personally think it's a great idea for the simple reason that everyone is nervous of something they have never done before. Having someone there that you know good would really make it easier. I think the soldier would entire future with someone rather than by themselves. One soldier would help the other when he is down, and set higher standards for each other.

I think it's good to know someone that is going where you're going!

I think its good practice because you will have someone there to talk to right off the bat and not feel so alone when you get to the duty station.

That way everyone or at least you know someone when you get there. That also means your familiar with your battle buddy and already have that workfull respect with him I guess.

I agree so at least you already know one person there so you don't feel so out of place.

Because you grow strong bonds and work good together. I would hate to break that up.

It is a good thing because battle buddies become best friends and it helps each one out at the next duty station.

I feel assigning battle buddies from OSUT to the same first duty station is a great practice. The soldiers would be able to help each other adjust to a new place just like when they arrived at OSUT. The soldiers could help keep confidence up. I would want my battle buddy to travel with me to my first duty unit.

Since of belonging, knowing at least 1 or 2 people in a new and different place.

So when you get there you will at least know one person.

I believe it is good because you know your battle buddy. You now what makes him motivated, feeling like he can do anything, and what upsets him. It's also good because you will know someone in your unit.

So you don't feel alone- you have somebody there that you know and can see a familiar face.

The reason it would be good practice. Is that the two soldiers already know one another and if they get along that would be someone they know so they ain't going through it alone.

It's good to go to your first duty with him cause I've known my battle buddy for 12 weeks and I know his weak points and I believe he'll feel comfortable going to his first duty station knowing he has his friend with him.

It will make it easier for them.

I think it would be a great idea because you know the person very well and can work together already plus you both can face the challenge of going to a new place together rather than going by yourself or someone you don't know.

Because you can already know somebody and won't feel like you're doing it alone.

I think it's a good practice because it allows the soldier to have a person whom they are already familiar with, instead of just a bunch of strangers.

When people go to a place they've never been by themselves its harder to adapt because there's no one for them to talk to or spend time with. They kind of feel left out. Sometimes when someone is having problems with their fiancée it helps to have someone to calm you down.

First of all, we all need friends and friends is what helps people in time of trials. Secondly, by assigning battle buddies to soldiers helps with a sense of belonging. I personally think it's a great idea- Good job!

I really don't think it matters.

I like it helps make friends out in a different world. Helps get you through #%\$@.

I agree because you will already know someone and have some sense of belonging. It will make the adaptation process easier. It will create less stress on you and your battle buddy.

So that the soldiers do better when they are at the same duty station they both feel comfortable there together and both do a good job.

I agree with it because it would make people feel more comfortable, but it would be good not so the had a chance to meet new people and do the different jobs.

Well the reason why I agree is because it is very difficult to go somewhere you have never been, not knowing anyone and being comfortable. Send a battle buddy they know at least one person as they both meet friends they can introduce each other to their friends leading to a large group of friends. But most of all so they won't be lonely and feel left out of anything.

For one thing you can help your battle buddy out if he is having personal issues, things about the army, or just anything that goes on. Your battle buddy is your best friend.

It would be a good practice so a soldier would not feel completely alone when arriving to their new unit. But as far as I know here, it is not done.

It will help to soldiers adjust better to a new duty station.

Because then the soldier will not be going alone but he would have a buddy that he already knows and trusts to go with him.

It is good because then they both have someone that they can already rely on when times are tough.

Because they experienced the same level of training and already have a bond for completing what seems like maybe the hardest thing they've ever done. They've learned to work well together and look out for each other.

I think it is a good idea because you know someone and you're not alone.

Because then you would have someone you know there, to help you adjust. You could help each other.

It's good to know someone when you are put in a foreign situation meeting new people is hard to do alone.

I think that would be a good idea because then they would know someone at their duty station.

That way when you get to your first duty unit you will already know somebody. Also most battle buddies have a strong bond and they can help each other out on adjusting to the range. Because neither one of them know what to expect in the army. I wish they would tell us more about what to expect. I have no clue about what I got my self into. The recruiter didn't tell me anything. I wish he would have that's how I feel.

I agree because its difficult going to a new place and not knowing anyone there, having that battle buddy would help take off some of the pressure because you wouldn't be the only new guy. It would also help you in your training because you already know just about everything about your battle buddy. It seems to me with a buddy there it would be easier to fit in and a lot less stressful on you, versus being alone and not knowing anyone

its difficult at first until you get to know people and become friends and some people will except you and some won't. But with a battle buddy you know you have at least one friend there for you.

I would agree with it! For example they have already been trained together. They have been on the same level with each other. They know how to work with each other more effectively. Besides after being so close to him then being stationed with out him makes it harder to stationed with out him makes it harder to adapt to the new surrounding.

We've already been through "breaking 'em in" period and we obviously work good together it just makes sense to send them to the same unit. Too bad my battle buddy is not going to the same place I'm going.

Is a good practice.

Because they have already established a camaraderie. Because they transformed from civilian to soldier together and went through it all together.

Because when you get to your duty station you are going to probably feel a little out of place and alone. If you have someone there who is going through the same thing you are their it tends to make things easier to deal with while you adjust. On the same mote if you are assigned a high drag low speed battle buddy you might be embarrassed to bring him around. Also you might not get along with him and it could lead to problems. All in all I still feel that having your battle buddy along lightens the load.

I agree because then you have a battle buddy with you, that you already know something about.

It would be a good practice for the soldier. In basic (OSUT) you get to know your battle buddy. You help each other out through rough times. Chances are at your new unit you will have rough times as well. There you may not know anyone.

I help for both people to adjust easier, and by doing that there is less tension. Therefore thing go quicker and a lot smoother.

I agree with the OSUT battle buddies, the reason is because that person is the one you started since the beginning. All the time in basic training that person and me the trust beginning to start, I started to count on him. You do everything with him while you is in basic training. So I think if you have a battle buddy you should try to stationed them together. Thank you and have a nice day...

I agree.

Well I will start by saying that you know that battle buddy since the "Basic Training" and you already get along with him so I think that's the best idea that the army came out with.

I believe that assigning battle buddies is good because that will help them both adapt to the real army, they didn't assigned any to me! I think it's a good idea!

If the battle buddies are chosen by each other, and therefore know each other well, then they arrive at their station at least knowing someone.

I think that it is a good idea, simply because they wouldn't be alone in a new place they would know someone. And have someone to talk to.

Cause when you get to your first duty station at least you are going to know someone there. You have worked with them before and you know how they work.

It would help them make the buddies inseparable by having them together more time. Their battle buddy would learn more about his friend. It would make them tight as brothers just about.

I agree everyone needs someone to guard there...

Cause it would give you someone you know at your 1st unit. So that way you have someone who will always help you out when you need it.

Makes transition easier.

It makes the transition a lot easier.

I agree with it because the battle buddies already know each other. It might make life a little easier for them when they arrive at their unit.

Because I think that it will help us cope with the new area that we go. For the reason theirs someone you can trust and that's what really matters.

Cause at least you know someone when you get to your duty station. Eases tension bar just a little bit.

You get to have someone there for you at all times and if you get close wants to see you succeed.

I agree with signing battle buddies to the same first duty station because I give some security and confidence to those people.

I think its good practice because when you get to your unit it's a little easier having someone there you know well and you can hang out with.

Because doing this helps the soldier feel more comfortable about going to his unit because he knows someone.

I agree because it helps me if I have personal problems and help me stay motivated.

Its good so you can at least know someone there.

It's a great idea to pair up new soldiers that may be stationed in the same duty station basically because they could learn more about one another. Which makes a person trust one more because they know each other ways or if he or she is squared away.

I think its good because it might make it easier for soldiers to adjust to their new unit.

Because by the time you leave your OSUT, you and your battle buddy may end up hating each other or liking each other, but that all depends on the two soldiers.

Because that's going to help me a lot because I know my battle buddy really well someone I trust, who I can count any time, specially that I going to another country.

It makes it easier to go to a new station and is easier to learn with someone you already know.

So that you can know someone when you get to your first duty station and not feel left out. It will probably make the transition a lot easier.

It allows you to go somewhere with someone there with you that you can talk to and hang out with. That keeps your mind off personal problems.

Because when you go to your regular unit you will know someone.

I agree that assigning OSUT battle buddies together to the same first duty station unit in a good idea. When you go to your first duty station your going to be nervous. Just like you are when you first got to basic. So you and your battle buddy adjusted to the army way of like and trained together for 14 weeks. Both came out on top. If you both go together to your first duty station you won't be so nervous, and that will allow you to adapt and do a better job.

It's a wonderful thing to do because you meet that buddy in basic and worked and lived with them for 14 weeks. It seems that you could talk to them freely and express yourself. You also feel more confident about yourself and less of a chance of failure due to the competition with your battle buddy.

I agree with the statement because it gives them a person to immediately communicate with in a big place. On the other hand it puts them (privates) in a soft spot so they won't have to meet new people at their first unit.

I think it is good for battle buddies to be assigned to the same duty unit because they wouldn't feel alone. They could help each other out in adjusting to their units. I believe this would help out tremendously. It would also help out the morale of the soldiers.

Because they are already familiar with each other they don't need no getting used and they also trained together.

I agree to the statement because without battle buddies, morale would be low, and your motivation wouldn't be the same. Without my buddy, I think I might have tried to get out, and I wouldn't have achieved the things I did during training.

I agree with it because sending battle buddies together would ease stress caused by new environment.

At least a platoon with a battle buddy.

I think it's a good practice because people get to do many things with others that help an individual in life working with others. It teaches you to work with different people it shows you that people have different opinions about everything and how hard it is to work with others. And to respect others for what they are and how they do things.

I feel it is a good decision because I've become close to my buddy, and I feel comfortable with what we have to face in the future at our duty station.

I think it would be a good thing, because then you already have a friend in a new place, especially if you are going over seas by yourself.

For one reason why I strongly agree, is because we all went through the same training environment together. It's like a brotherhood. We all know our strong point, and our weak spot.

Because they are both new privates. They don't know anybody there. And they would have someone to explore, and talk to.

So you know someone when you get them.

I found that having or battle buddy helped me make it through ITB. I don't think I would have been as well off now.

I think if they were to go to the same place it would make it a little easier to start. I know I would be more comfortable with my battle buddy with me.

Because it's going to be hard being somewhere for the first time, if you have a friend it will be easier.

I believe that when you finish something as important as basic training with someone it is easier to do your job at your unit with them.

I agree because you can trust that buddy of yours to always be there. He has been with you during training and being with him at first duty station is a big help.



You always have someone you can turn to with a battle buddy.

Simple, the two soldiers would be used to each others ways and know how to approach one another.

I think it would be good because you've already made a friend who you've already made a friend who you're comfortable around which would be a great deal of help at your next unit.

I agree because it does help if your not squared away sometimes. He comes in handy. Other than that I think we should be able to pick our battle buddies.

I agree that OSUT battle buddies assigned to the first duty unit is good because then both would have some experience with each other, and then both would be able to push each other.

I agree because you have some one you can trust when you get to your unit.

To start you had training from day one help each other out in times of trouble problem stress. Help also with the physical and more so you want each other to fulfill the goals each had made for themselves not only that but each know each other strong weak and they can solve new problems together making it less stressful so you can drive on.

I believe it would help the soldiers in adapting to their first unit due to familiarity with someone there and I believe it would help with morale knowing that someone else is on the same training level as you!

Because they know each other already. They have someone to confide in.

You would have someone you know!

Because the battle buddy feel very relaxed with each other.

Because you serve with someone you know and someone that's in the same states as you are.

I agree. I say that placing buddies that are going to the same duty station is a great idea. When the "buddies" drive on to next unit they will be able to hang with each other and experience present events along with the past events together.

I think the #1 thing soldiers need to succeed is someone who they can trust and rely on to help them throughout their career! You must have a good work relationship to properly adjust. Battle buddies idea is good but privates should at the middle of the cycle decide who's their battle buddy.

I think it's a great idea, due to the fact that they have already got to know each other.

I think it is a good idea because this is someone that you are close with and would do a good job with in the duty station.

Because they know someone there, and that will help than change over to the Army life style.

I agree because you will have at least somebody you know and can talk to without having to meet all over.

My battle buddy is a source of foundation, I can lean on him when I need to, though I don't necessarily like him as a really close friend. We aren't going to even similar units, either, but perhaps for this survey's sake, I should mention that having not previously known anyone in my platoon, the guys I get along with best, and associate with, will be going to my same unit.

I agree because I believe that if you do something with someone that you know and like it just makes it that much easier. Some people say you hate your first duty station so I believe that it should help you in adjusting to it.

I agree because my battle buddy is someone who knows just about everything about me, and I will feel comfortable with my buddy when we go out to the field because I know exactly how he works, his weaknesses, and not to mention how well we work as a team.

I agree cause my battle buddy is the one who is always there and I learn everything about him and he learn everything about me so is kind of like a brother to me.

I agree battle buddies should be together to help each other out. If he is a lazy person there should be some obligation to retain that person. You already know your buddy but he might become a misfit.

It helps out a lot because no matter who you are you'll always need a battle buddy help square you away.

I think it's a great program because you don't have to worry about being by yourself.

It helps instill reliability and trust in your comrades, touches the issue of teamwork and an in depth look at the stress in working with others.

I think everyone should have their battle buddy sent to their first duty station.

So they will know someone when they get to the unit.

I agree with this method because you have someone you are already comfortable with to work with. You experience it together so it takes away some of the nervousness. You have a friendship that develops therefore a friend around.

They can help each other out as far as training is concerned. If one seems to have some trouble fitting in, he knows there's someone there he can count on.

Because they already know each other and they know their strengths and weaknesses. They know how to work together also simply because of that.

I believe this is good because they'll always have a buddy and not feel totally lonely or left out at any station.

Because if you have a strong battle buddy; and you are a weak link, that buddy of yours can motivate you while everyone else isn't. Believe me, I know!

I agree for one at least he would know someone close to him at his station. Second they had spent fourteen weeks together they already know each others strengths and weaknesses. And finally its always good to have the same job as your buddy it makes working a fun activity and not just a job.

I agree you should assign the same battle buddy together because you would not go to your unit not knowing somebody you would feel more comfortable with your battle buddy with you.

I think it's a great idea because you start learning how to work in order and get to have fun and do training all together plus you learn teamwork that stays with you all your life.

Because you and your battle buddy know what's going on with each other.

I believe it's good practice because its going to be hard for new soldiers to go to their first unit and not know anyone. By sending battle buddies together that whole problem is eliminated. And I think the practice should stay in effect.

The reason I strongly agree with this policy is because right off the bat, you know you have someone you can trust and depend on for help at your first assignment. As for me I do not have a battle buddy that is going to accompany me to my first duty station, but several privates from my platoon will be at the same station. I am hoping to be in the same unit as they are.

I agree because when you go to your unit you have to go and start all over again getting to know people.

I agree it is a good idea because that way the private want to be alone when he gets these. These will be someone he knows and can adapt to a new lifestyle with the help of someone going through the same thing.

I agree it is good to have a battle buddy at your first unit because neither of you know anyone there so having a battle buddy will give you the support to get by.

I think that if you stay together you will have more of a easy feeling you will know someone at your first duty unit its a good thing.

I agree because when they go to their next duty station they know one another and if they get along then they don't fight but if you put them with someone they hate/dislike then all they will do is fight and never get things complete.

Because they went to basic training together and learned everything side by side, so when they get to their unit they wont be scared and freeze up. They will remember what to do and finally it will come naturally with whomever they are with.

Assigning OSUT battle buddies allows privates to at least know someone at their duty stations and to help each other out.

It's good to have someone with you in a strange place. It's a good idea the army has to help soldiers get through the training a lot easier. You also know you can always count on that person to be there if you are in trouble or if you are having personal problems.

I agree because my battle buddy is cool! We're always chillin!

You already know how to work together, and you have a friend to help meet the challenges of the future with. I think it is a good idea, but only if the battle buddies like each other and want to be assigned together.

You will already know someone when you get there, and you can help each other out.

I agree it is a good practice because you know someone and feel more comfortable there.

Yes, I think it's a good idea.

Because soldiers would be more comfortable at their unit.

Yes.

I think its good because you grow and have a lot of good and bad life skills.

I think it's good because being with the same buddy makes a bond.

I agree because it will make you more comfortable in your duty station.

I think it is a really good idea.

To help soldiers cope with army life.

I agree cause it would be like sending two brothers over to get the job done right and quickly. It's really self-explanatory.

Assigning OSUT battle buddies to the same first duty unit is a good practice for the army because they might have grown to be good friends. They know they have someone they will know and trust going into something new.

I agree they should there is a bonding during time spent together. One that will always be unbreakable. I suppose you could say there is a certain mourning that never goes away when you depart from a battle buddy.

I agree because my battle buddy and I have spent fourteen weeks getting to know each other. I don't want to start new with someone else.

It would make people more secure at their next duty station because they will know someone and will work better.

I agree that you should so they have someone they can trust.

When a new soldier first arrives at his first duty station, he is scared, doesn't know what to expect. Having someone who has been with him makes the transition easier and less stressful.

Because you go through 14 week together and then that's it I think if they could they should stay together.

I think it's a good idea because you'll work better with someone you know.

It is because for me to know and understand how things work in the Army by having a battle buddy.

It's good because when you get to your unit it's nice to know someone and have a friend with you!

I agree because it is easy to live with someone you already know.

Well if I had my battle buddy with me from OSUT until my first duty unit, I would feel safe, comfortable, I would have someone I can depend on at all times. I believe getting to my next unit would be more difficult to do alone, and to arrive lost without knowing someone is sometimes hard. So I do think that having a buddy with me all through OSUT and my first duty unit would be more...better for the soldier mentally and physically.

Because I get along pretty good with my battle buddy. He helps me with anything I need help with, and I do the same. We respect each other.

I agree because, I have really made my battle buddy like a brother to me.

Because they know each other's personalities and how the act. That and it makes it easier on the soldier because they will always have someone to help them.

I agree because I think it is a good decision.

Yes, because Army (regular units) would receive soldiers that can work together.

Because you are not going to your first unit by yourself. You have someone to share feelings about your unit with you.

I agree with a linked first duty assignment for battle buddies, because when you've spent 14 weeks with someone, you don't necessarily want to leave them if you have liked each other. So, it would be less stressful of a transition if you could go to your first duty station with someone you knew and liked.

Because both are probably privates who don't know much or might be scared and stuff. And having someone they already know might help the situation out!

The reason is because the battle buddies have already gotten to know each and about their personal problems. They could help each other out at the first duty assignment.

Assigning battle buddies to the same unit might give a certain level of comfort in not being the only new low speed private to the unit.

Well basically I think that doing that would probably help new soldiers handle new environments better and is a good idea.

Gives you experiences for later in basic.

I think it will be a perfect idea because a lot of people get close to their buddies in OSUT. They will feel more comfortable going into a new place with a buddy.

I believe it is beneficial for the soldier to go to his duty station without the battle buddy, therefore forcing him to make new acquaintances. This experience can help make the soldier more versatile in an environment where one moves around a lot, he will have less trouble being part of the team.

Because it keeps new recruits together, so they know someone when they go to their stationed duty point.

It is good because you already know the person you are with and you trust them.

They have someone they know and they feel more comfortable.

I agree it is a good idea, reason why is you will know someone there so you don't have to feel like an outsider.

Because it will help them, learning off each other's mistakes when they first get there. It will enable them to know how to look out for each other and even bring them close like brothers.

Because it gives you a chance to know someone instead of retraining to a whole nother platoon.

I agree that assigning battle buddies to the same unit is good practice because with a buddy there with you, you both will know somebody.

Because you would have someone you know with you all the time, that can help you whenever you need help.

I think that it is a good practice because they might need each other when they get to their duty station. Also so that they could get to know one another better just in case they have to go to war.

I agree with the assigning of OSUT battle buddies being sent together to their first duty assignment because it would really make them feel better. Not being by themselves in a new place with new faces etc.

I agree because you will be able to relate to a lot of things that are yet to come.

You would know someone, but you might not want to be with that person 24/7.

Well I agree for plenty of reasons. For example, it helps the other adapt quicker. Also just knowing someone already there is also there helps the other feel a sense of belonging. Can trust that person in most all situations or circumstances. They can also help encourage each other to the best of their ability. I agree it helps that OSUT assigns battle buddies.

I agree with it because most soldiers left at graduation get along well enough and it helps with adjustments having trust in a buddy.

I agree with the OSUT battle buddy system. Me and my battle buddy know each other well. He helps me out when I need it. Going to a new unit without knowing anyone would be hard. If I went with my battle buddy he could square me away. I've gotten to know him pretty good in the past 10 weeks. He's a pretty good guy and we work good together as a team. Pvt McClure is my battle buddy.

I agree due to the fact that you learn to trust your battle buddy more than you trust your fellow soldiers. To send your battle buddy with you to your first duty station might increase the amount of morale a soldier has. You and your battle buddy have to face many new challenges together and to go to the same OSUT will just help soldiers with confidence level.

I agree that the army assigns you a battle buddy, but my first battle buddy got restarted for being lazy, irresponsible and basically not meeting the US army standards and I would have been better with somebody who helps me, not somebody to help all the time. What I mean is he was not a motivation to me.

I agree because it would help boost the confidence and they would be able to motivate each other. Plus they already know how to work with each other.

I agree that it is a good practice because both soldiers know and respect each other. They know how to work as a team and communicate to each other.

Because soldiers who know one another prior to their first duty unit, will work better together.

Gives soldiers opportunities to go to their first duty assignment with someone they know and have trained with.

I agree to assigning battle buddies, because you will know someone at your new unit. You won't be the only new private in your unit.

I agree because it helps you do good.

My battle buddy through basic training has been very helpful. My battle buddy private Marcos Merchant and I are stationed at Ft. Benning and would like to stay battle buddies if that would be possible.

I agree with assigning OSUT battle buddies to the same first duty station because at least you know someone there. You have someone already to grow on and help you out with personal conflicts.

I believe that assigning battle buddies to the same unit is a very good idea because it would help with the Army unit change and transition and would make it easier on both of them, therefore I believe that assigning battle buddies to the same unit is a very good idea.

I agree with the OSUT battle buddy system because you get to know your battle buddy throughout training. Building a tighter bond, creating less stress when you get to your unit.

I agree because it is good for you to have a good battle buddy who in war would have no problems saving your life. I think it is an excellent idea.

I agree that it would help in the adjustment to the duty unit, but I will not understand this first hand. I do not know that in my situation I would help my battle buddy, and that he would benefit from it greatly.



I agree that assigning OSUT battle buddies together to the same first duty station is a good practice for the army because it helps them to bond. The other reasons I agree is because it helps to build a sense of brotherly bond between the battle buddies. It's also good for them both in the way that they at least know one person who they can go to when they need help or may be having problems when they get to their unit. That's just some of the many reasons why I agree with assigning OSUT battle buddies together.

I agree because it helps them stay calm and not be as nervous about going to a new area around people they don't know, because they'll be with someone they do know.

I think personally it's a great idea because you have some personal knowledge of them. They know what to expect from you and you from them. It's also important because while training is a priority you don't need to be worrying about a new buddy or trying to figure him out. The chemistry may not be there.

It gives soldiers comfort and confidence to have someone they know. Personally I dislike the person who came with me.

I believe that assigning OSUT battle buddies is a great idea because it will help with adjusting to the army lifestyle and boost morale.

I think it's a good thing because then we know someone at the duty station. If we didn't have a battle buddy from OSUT then we would not get along on the company that well and we would have a lot more problems. The army has made a good decision on having the battle buddy teams together.

I agree because you have been through a lot with him and you know him well and he knows you well. And you know how to work together. Most of the time you and your battle buddies are friends already. So you guys could really help each other out when someone needs help.

I believe it is a good idea because we as battle buddies know what we have problems with in training and we know when we need help with something. I also disagree because the battle buddy might not have a high standard in the company morale or the army lifestyle and it could bother the other soldier trying to do good in achieving a goal.

I believe it helps new soldiers out. Battle buddies help each other in hard challenges.

I agree because you know the person really well, and disagree because you need to meet more people.

I agree because of the teamwork and the support that you get from each other.

I agree it helps to make a friend right away.

I agree with it because when two people are put in the same unit they can talk to each other but if just one person goes and does not know anyone he can go nuts and have no one to talk to.

It takes the pressure off just knowing you have someone you know. You already know what each other is capable of.

I agree with the program because it gives the soldier someone he knows at a new place.

I agree because that way the soldiers know someone when they got to their unit.

I strongly agree, since they already know each other. It's easy to ask for help from them whatever it might be. Physical, personal, or any other reason.

I agree because we've been here 14 weeks together and know a lot about each other all ready so they're familiar with each other and don't have to start all over with someone else.

I believe it is good to have someone familiar with you when you got to a new place, and to have someone at the same level to work with and learn with.

It gives you a chance to feel more comfortable when reporting to your first duty station and when you have someone you can relate to, it helps you to get in your groove of work.

It is good because we will feel like we are not alone in the military world. It will give you someone to go to whenever you have any problems.

I agree because when a soldier reports to his first duty station he's not alone and has somebody to help settle in and square them away.

Personally I think it was a great idea because my battle buddy and I were very good friends all through basic training. So we're pretty much comfortable around each other.

The reason the battle buddy system is good is because we already know and have worked with the individual, therefore, we know most of his capabilities.

The battle buddy system I feel is very good for the army. Keeping soldiers who well know each other together will boost morale and will keep them safe in battle. Mt battle buddy and I get along real well and hope to accomplish a lot in the future and drive on with our goals.

Because you and your battle buddy will at least know one another. It's better going somewhere when you know someone.

Assigning them is a good way to help somebody familiarize themselves with their unit easier. They do not feel awkward and "new" as much as they would if they were alone.

I agree with the practice because that battle buddy will more than likely remain your friend for life. Staying with him at your first duty station will ease the tension and stress of being at a new unit again.

It shows the entry level soldier what your unit is going to be like. You as a soldier have the help that battle buddy even if you hate him. Maybe they will learn to help each other down the road.

I agree because when you get to your duty station you will at least know someone and it makes it that much easier to adapt to a new environment.

Because the person is someone who you have become a close friend with and are bonded by all the obstacles you have overcome together. Battle buddies form life long friendships with in the 14 weeks of OSUT training. I know my battle buddy and I have this bond and am sure others have also.

Because they are at least familiar with one individual and their morale as a team is high!

I strongly agree with the battle buddy system because it helps us feel better about ourselves and confident that we know somebody going there too.

That way a soldier has some they know while they get to know each other soldiers in their new unit.

Builds character.

I think it is probably a good idea.

So that they are not so scared they have someone they know with them.

Because they have somebody you know and shared a long time with instead of coming in new and not knowing anybody.

Because you will be with someone you know.

You go to your duty station with someone you know something about.

Because you go to your first duty unit with someone you know and it is easier to adapt.

I agree this will be a good idea of having battle buddies to at least you knew someone instead of being feeling lonely.

It gives the soldiers a chance to get to know each other. We can help each other with problems later on down the line.

It is someone that you know and are familiar with in a new place. The soldier has someone he can trust and rely on in times of need.

I agree because it helps me adjust to my new duty station with someone I know, it makes me feel not alone.

It's good so you know someone when you get to your 1<sup>st</sup> duty station.

Because you become good friends with your battle buddy and it helps to go to your unit with someone you know.

I agree because it builds teamwork and bonding between soldiers.

I agree because your battle buddy knows you very well.

Being able to have a battle buddy would in my opinion be a good idea because of the seasons that lots of soldiers have not been on their own before and being in a strange place alone not knowing anyone could cause lots of stress on an individual.

It is good because you two have already been together and know what each other's level of soldiering is.

It's good to have somebody to watch your back.

Your battle buddy is your best friend by the end of OSUT. It makes your transition to your unit so much easier to cope with. I would like nothing more than to be able to go to my 1<sup>st</sup> duty station with my battle buddy.

Nearly all the soldiers in Delta company are either scared or apprehensive about going to a new duty station where they have no friends or family. It makes the difficult transition that much harder.

I agree because you have support and companionship.

I agree because it helps to have someone you know when you go to a new unit.

I have no current experience in an active unit but I agree that having someone to help me adjust would help. Also a battle buddy system helps to accomplish multi-task jobs faster and more efficiently and reduces work stress.

Because they are used to training together and can motivate one another. Also, it's good to have someone you know going with you to a new place where you don't know anyone.

I agree because there is someone you know when you get there and it helps to make other friends.

I agree because you have worked with them through OSUT so you are used to them. You don't have to adapt to new one.

I agree because you have someone that you know at your first assignment right off.

I believe this because it puts you with someone you know. Know personally and that you can share things that are personal in nature.

It's good because we both know about each other and would probably perform tasks easier knowing how my battle buddy and I work.

You been together through basic, so you already have someone you can trust and count on.

I think it is a good idea because you could learn a lot about other people and their different styles of life. There are a lot of different diversities in this world so you can learn a lot about each other.

I agree with OSUT battle buddies because it gives new soldiers a chance to feel welcome if they know someone is with you.

I believe a battle buddy team is good. It gives the people a sense of comfort to know someone already there.

I think it is a good practice because it helps soldiers adjust to their surroundings easier.

It helps build a teamwork status between the two people.

I agree because then you don't feel so alone at your duty station.

So your battle buddy is in the same position as you.

Because they can keep up with each other and keep each other out of trouble and protect each other from harm.

Already on good terms with one another.

I agree that having battle buddies is good practice for the army because it helps build a trust between two strangers from the beginning. Battle buddies make sure that each other is meeting the army standards and they look out for each other. Battle buddies are expected to know everything about each other and that helps because they become knowledgeable of each other. It's almost like they become brothers. It creates a strong bond that they'll do anything for each other.

I think it's a good idea because soldiers must work with each other to stay alive no matter what type of person you got to be able to work with anybody. That's how you start

working on a team, start being confident and find a new friend that will probably save your life in the future.

They will be going to the same unit with somebody they know and can talk to, when they are feeling down.

Need of a buddy and someone you know.

Get a chance to meet different people and try to learn to adapt to that person by living in the same house hold to see if you can get along with him.

Because for 14 weeks they had worked together and they would be able to do the same at the duty station plus they would know someone and would be able to talk to each other and help one another out.

You know the individual personally which would help you while experiencing new situations.

It's good so you'll know at least one person at your new unit and it will help you ease into the new environment of the army a lot easier.

Because so brings its army together and keeps training together.

I feel it is a good thing because a soldier won't go to his unit alone and he will have somebody there that he can talk to and he won't feel left out.

I agree because my battle buddy helped me through a lot of hard times and I feel I helped him as well. There were times where I wanted to give up and my buddy talked me out of it.

I agree that assigning OSUT battle buddies together to the same first duty unit is a good practice for the army because of the fact that one is more self confident about attending their unit. Without a battle buddy new privates assigned to any unit will already have someone to socialize with and not feel left out. Also it is good because of the fact that once you're at your unit you can depend on your battle buddy to give you correct guidance when you are having trouble.

I agree with assigning OSUT buddy teams because it allows buddies to be closer and have a longer track record. It also allows a soldier to adjust to his unit more quickly due to a sense of comfort and familiarity with his battle buddy; at the same time that comfort level may cause distraction while the soldiers are trying to adjust to their new unit. I disagree with OSUT battle buddy teams because if the team is incompatible, then the quality of soldier performance over all is decreased greatly.

I think it is a good idea because then when you go to your unit you will have someone you know with you. You will have someone to help you out and they will have someone to help them out.

I agree with it. It gives you a chance to go to a new unit with a friend.

I believe it helps them get to know each other better. That way they will know someone when they are at their station

I think it is a good idea. I believe sending battle buddy teams to a unit is a good idea because they know each other. They lived with each other and grew together as a team through 14 weeks of infantry training. I believe it's a good idea.

I agree because it gives a soldier that is stronger or weaker a chance to get help or receive help from another soldier who is stronger or weaker. Then if that soldier misses anything his battle buddy can square him away.

Because the battle buddy team can help each other out as much as possible in a new place.

I really agree because of the fact that a person's battle buddy may not be the best influence. I would agree if you could chose a buddy from basic that is assigned to your unit. That would benefit the Army and the soldier in the long run.

It's okay.

Because you'll feel more comfortable and it will make it easier for you to adjust.

I agree because coming here alone makes you feel more alone especially coming here. Going places where you know someone makes it easier to adapt.

I agree that it would be good so you will feel more comfortable and less awkward when you arrive. You know are friends with at least one person there and you can rely on each other if you have any problems.

I agree with assigning battle buddies for duty station. Soldiers feel more comfort with knowing someone at there duty station. Able to work together as teams.

Well it's good to know someone when you go somewhere and not being all by yourself! So HOOAH to that!

I think it's good because you go with someone you know.

Lets them have a familiar face in an unfamiliar situation and place.

It's a good idea.

I agree.

It was okay.

It keeps a steady morale on each battle buddy.

Because they know each other and can work together without feeling alone.

Keeps people in good morale.

It's good because then you know someone in your unit when you get there.

It's an alright idea. It helps when you know you will have at least one friend.

Because it makes the job and your work easier if someone is watching your back.

Well you spent the most time with him, and you should know a lot about him.

Me and my battle buddy have become real god friends. We have learned more working together than alone. I know everything about my battle buddy. We always help each other out. We are a perfect team.

By going as battle buddies we already know somebody and we can go to them.

I agree because you are already familiar with the person that is your buddy. But it never happens so I don't know why I have to agree or disagree.

Yes.

Because by assigning OSUT battle buddies you put together a pair of soldiers that are comfortable working together, thus making the transition easier.

I agree because if you go to a unit with someone you know it is a lot easier to adjust to the lifestyle.

I agree because you get to know the person and know a little bit of what he likes and dislikes. And be his friend this way you don't feel strange and you have someone to help you along the tough times and good times.

Yes, because it is hard to do things alone and at least you know one person there!

You will already know somebody in your unit and you will be able to help each other to the new environment and people at the new unit.



I feel that it would help first time soldiers to get settled down easier, rather than going by yourself to a strange place, not knowing what to do. At least your battle buddy will their to help you.

I feel that it is a good idea because you can help each other out and it helps because when you get to your unit you will know somebody.

Me and my buddy are best friends I would love for him to come with me to my first duty station.

Because you will already know that person and it will make getting use to the unit easier.

Since you have someone you know to go to your duty station with you.

I have a relationship with my battle buddy!

I think it's a good decision because you will know someone when you get to your unit. I think it's a bad decision because that person may not like that battle buddy and happy they got different situations.

It helps the soldier for when he needs help, he will have one person in particular that they will count on they can help you emotionally and physically some people work better with someone rather than by themselves.

I agree that having battle buddies area good idea so at least you get to know one person real well so you can have someone to count on.

I agree because we have spent 14 weeks together basically 24 hours a day. We know each other. It won't be hard to take care of problems with other soldiers or PT. It'll also be easier to familiarize yourself with the unit with someone you know.

Because it give that person someone they can confide in and trust.

I think it's a good idea to buddy soldiers up to go to their first duty station so they don't have to go alone.

It is a good idea because you will know someone when you get to your duty station and not feel all alone.

Because you will know someone when you get to where you are going and you won't feel like an outsider.

I think that it's good because battle buddies help each other out.

At least you know one person at your new duty station.

We see how they get along together.

It's good because you have someone you probably trust to be around and possible go to battle. I think it should be a high priority not low priority.

Because battle buddies are a good way to help you out during your time there. He can help you out or square you away and you can square him away, he's there to keep you out of trouble, and help you study on your military work.

It's good to have a familiar face and you already know how that buddy will act.

I think it's a good idea.

It's easy for soldiers to go with someone they know somewhere new and they also have someone they know that they trust and can't fall back if they need someone to talk to.

It gives the new personnel someone to relate to that they know. Also they would work smoother together because they would have had past team training together.

I think it's a good thing because of you knowing the person so you at least have someone at least a little close to you to help each other get squared away at your next unit. Also someone to spend time with after work and someone who is going through the same stuff as you.

I believe people might feel more comfortable going to a new place if there is someone that is familiar to them there.

The battle buddy teams are used to working together and they know each other's not up to standards. They will have an easier time with their first duty station because they already know someone who is going there.

I think the buddy system is a good idea so you don't get to your duty station and you don't feel all alone in a strange place. You get your buddy.

### **Neutral Comments, Don't Know, Miscellaneous**

It may be a good idea because of the bond the battle buddies have. But having family across the country is hard on some individuals.

I don't agree or disagree because it would be good that they already know each other and then bad that they have both career ideas.

I don't care

The only thing wrong was that we could get Mortar Systems for the 11-C for FTX.

I don't necessary disagree, but if you had a low motivated, quitter as a battle buddy, then I say it's a bad idea. I think it should be based on that person. If they want to do that then do it, if not then no!

I believe in my words friends are better made through time.

Well, if you do, the soldiers going to their new unit may not feel as out of place as they would arriving alone. Also, their morale and performance may be better knowing that friend will be there. On the other hand, it could also be a bad thing. What if you didn't like your battle buddy? You'd be stuck with that same person, for at least 2 years. What if you had a battle buddy who was lazy and made you do everything? All in all, there are pros and cons to the subject, and it could go either way.

I neither agree nor disagree, because I just don't know.

They might not want to go to the same duty station, but it would increase morale upon the soldier.

I can't really say due to the fact that we're not doing this system as far as I can see.

I neither agree nor disagree. It all depends on the battle buddy assigned to you. He may, or may not bring your performance down.

I have no opinion on question #29 because some battle buddies have their heads off their 4 points of contact and I wouldn't want to be in the same platoon as them again.

I think the army should let us pick out our battle buddies.

I personally don't see how it matters whether it happens, or not. Your first duty station is going to be nothing like ITB, or even BCT. You'll meet new people, get different buddies, and you'll learn to work together with lots of people.

N/A, I have a ranger contract; he has an honor guard contract, so we are not going to the same place.

I don't think it really matters due to the fact that OSUT training is your buddy not the person who sleeps in the bunk beside you.

They would already be with someone who they know well and it would be easier for them to adjust to the new surroundings. Could be bad, especially if they don't get along with each other. No sense in making two people that don't like each other for 14 weeks, be together even longer.

I really have no feelings on that question so I really can't say! Hooah!!

I agreed with the question only if the battle buddy team gets along well with each other. If they do, I think it's a fine way to send new troops to a new unit together.

I feel that it is a good practice for the soldiers, for the fact that they will not be alone in a new place with different surroundings. I feel that its also a bad practice because the soldier is not always going to have someone there for him that he knows and he must learn to adapt to new environments and experiences on his own.

I believe sending battle buddies has its pros and cons. Pro is that the soldiers already know a great deal about their battle buddy but on econ is that you get sent to a unit to start new, fresh faces, instead of having someone you've already know about standing next to you and you can end up budd F Q \* each other. Some battle buddies have grown strange bonds and they would like to stay next to each other and go to units there is good and bad ideas. I believe they should but only if they agree to leave together because maybe they don't want a tag along so they won't go with you.

It has both positive and negative repercussions. On the positive side, its always good to be in a new environment with someone you already know and trust. However, if you and your battle buddy have not grow together as much as they should, or feel contempt for one another, then they may resent each other or the army for as long as they have to be stationed together.

I neither agreed, nor disagreed about the statement.

I don't really know I'm really quiet. I never talk to my battle buddy, but when I do talk it's to defend myself from being made fun of.

I agree with assigning battle buddies together to the same first duty station is a good practice for the army. There are several reasons why I do think keeping battle buddies together is a good idea, even though I can think of some reasons why you shouldn't. One reason I think you should keep battle buddies together is because they weren't through one of the hardest things in their lives together already. Therefore they know each other, and know what to expect from each other. A reason why they shouldn't be kept together is so they can meet a lot more people in the army on such a personal bases. And you could only do that by moving them around.

Battle buddies are a good and bad idea. For one the team may not have gotten along in basic and might still have problems at their duty station. On the other hand, they could get along just fine and be the best team in the world.

If you have a good battle buddy like mine then it's cool. But if your battle buddy #%\$@ed up then you don't want to be around him.

I do not believe, assigning battle buddies to the first duty unit is a good one because you may hate that guy! And your duty unit, could be your savior away from him! At the same token, he could be your new best friend, so I honestly don't know a positive answer to this.

I neither agree nor disagree. I think it all depends on how the two individuals get along on a personal level and on how well they work together. I myself don't care about spending time with my OSUT battle buddy on my first duty station. I think there has been other soldiers in my platoon with whom I've connected better than with my battle buddy and with whom I would like to be assigned to a duty station with.

It can be a good choice to let battle buddies go to the same unit for the simple reason of knowing him and the way he trains and performs under stress. Plus the level of trust you would need to give wouldn't be as high if you didn't know the person very well. On the other hand all battle buddies don't get along.

I don't think it matters.

No comment, I do not have a battle buddy following me to next duty station.

The reason I don't really lean one way or the other on this argument is that while the battle buddy teams worked for some people they did not work for others. Also I don't really think it's necessary to assign buddy teams together, normally there are more than enough people going to the same unit that you can find and make friends in that group.

I agree because when you get to a new unit getting a battle buddy means you have someone that can help you get adjusted. But I disagree because if you don't get along with them problems could arise in the work environment, leading to more problems down the line.

I mean you know, some people would be alright with each other. But some people just get sick of each other...

Sometimes you get set up with a soup sandwich battle buddy, so it can be good or bad.

I think it's good but just depends on the battle buddies.

It depends on how the battle buddies felt about each other.

Assigning battle buddies in OSUT is good because a lot of soldiers come in the military with different styles and expectations. During OSUT, you learn to work as a team but as far as continuing on after OSUT might not be as good as OSUT because you could be doing everything you can to help your battle buddy out through OSUT. After OSUT, you might not want to still carry his load because he or she doesn't put forth the effort or pay attention to detail. Learning to work as a team is good. It's on the leaders to decide who can do the job and who just can't. Not everyone is made for the military type of work. Some are here just to go through the motions and easy paychecks.

In my opinion it doesn't really matter in most cases because some of the battle buddy teams don't even get along. My battle buddy is going to Airborne and I am going to Germany and even if we were being stationed together I would still feel the same about him.

People need to work with each other no matter what it does not matter who you actually work with.

I believe that it would be good only and only if you got to pick your battle buddy after the first three weeks. It would be good because you get to know the person and how they act and react to certain situations.

I agree and disagree because your battle buddy can be a soup sandwich and don't care. I think we should be able to pick out our battle buddy cause if we were allowed to I would pick someone close to my standards that would push me to go all the way I can't have a battle buddy that doesn't want to push it. Then everyone will just do it to pass not to over limit it.

Because my battle buddy wanted out so bad he always talked about killing himself and he did not want to be he so I might of liked the battle buddy thing if I actually had a decent battle buddy.

If you and your battle buddy can't get along as a unit then it makes it hard on your co-workers to work as a complete team. Sometimes it's not a good idea. I'm sure there are plenty of battle buddy arrangements that have worked for the better but then there are those ones that just don't work out. I think that battle buddy system should be more of a choice on both decisions that both soldiers make.

I neither agree nor disagree. I think that since all people are different, the likelihood of a positive or negative experience is there and it could mean a good or bad thing. Whichever one there would be, no battle buddy or the combination of them, would make no difference to me at all.

Because you might get stuck with someone you can't stand to be around or you could link up with a new best friend.

They often do not get along at all, but when they do they benefit a lot, in my platoon, about 1/3rd of the battle buddy teams couldn't stand each other.

I believe it is a good practice in general. However, for battle buddies who don't get along, it can be bad. Perhaps after week 2 or 3, recruits could pick their own battle buddies.

Because of the different personalities of different individuals in a company, if it is best chosen by observation, not roster number. It could be proven instrumental or detrimental.

My battle buddy went AWOL after 4 weeks so I have no opinion on that subject.

No comment.

It won't matter who is assigned together to the first duty station for the fact that people will do whatever they please no matter if there is a battle buddy there or not. You have to LIKE your battle buddy. If they are assigned, you may get someone you CAN'T STAND. Those teams never work.

I didn't keep my battle buddy due to FTU.

If only the two could get along or someone else within the platoon was a better battle buddy they should have choice.

I don't really know.

More battle buddies don't get along. I was lucky.

I think this has good and bad points. Some battle buddies don't get along with each other and would not want to be stationed with each other again.

I really can't say, but the good thing is that they're there with someone they know.

Some people get along well together, and some people don't. You can't predict how any battle buddy teams will get along.

I don't think it matters because you probably won't have all that much time to do much the first little bit that you're there and after you've been there for a little bit you'll most likely have made some friends.

I neither agree nor disagree because in some cases its good and in some cases its bad. Depending how they worked together in OSUT training.

I don't agree or disagree. Some people cannot stand their battle buddy, so placing them as battle buddies may create a hostile work environment and living space. Other people

may enjoy their battle buddies company. So I don't agree or disagree because it mainly depends on the individuals.

I can't agree or disagree, I may have just got a bad one.

Battle buddy teams are a good idea, but since they are chosen randomly it makes hard on conflicts in culture and lifestyle although battle buddy teams are definitely an extremely appreciated advantage in basic training. Hooah!

I didn't agree or disagree so I can't answer this question.

I believe that assigning battle buddies would be more effective if more teamwork activities were engaged. Also changing battle buddies often.

I didn't agree or disagree because everybody in a unit or at least I think, are battle buddies and you can't send them all to one place.

I think it would be great if your battle buddy was an alright guy because then you would already know how they are, but if you get stuck with some dumb ass then it might be a good idea.

I believe that we as infantry soldiers are taught to adapt and overcome so I feel we would be squared away even without a battle buddy. Although a battle buddy could turn out to be a good thing I feel either way a infantry man will be squared away.

I think battle buddies should be people from the same area and get along with each other.

I think it would be better to assign them after they graduate.

I agree because sometimes you may not know anyone but your buddy, and you always need someone there to talk to. I disagree because you sometimes have to experience things for yourself and by yourself. Hooah.

Could be if buddies got along but most of us didn't really care for each other in a good enough sense to be assigned to a first unit together.

I disagree/agree because battle buddies understand where each other came from. Training drill sergeants etc...

I don't know if it's a good idea yet.

I think the idea of assigned battle buddies had good intentions. The idea of battle buddies was probably to help take some work away from leaders. Actually in my experience, it took away from my ability to train. Having an assigned battle buddy gave reason for laziness. I often felt my battle buddy relied on my obligation to him. It could work for some people but, there is always going to be the possibility of being stuck with someone



who can't make it on their own. People who aren't "fit" for the army we shouldn't learn to be reliant upon others. On the other hand we will all need each other in battle.

I disagree unless we chose our own battle buddies because we don't always get along.

I don't know because one was not assigned to me.

I am unbiased on the subject.

I really couldn't answer that. Because I policed up my battle buddy for 14 weeks. So I think the battle buddy team is not to effective. I was pulling the work while he slacked. I think a platoon should all be battle buddies anyways.

Its only good if you like your battle buddy but a lot of people don't like their battle buddy in my platoon. It didn't matter to me because I came in on the buddy system.

It doesn't matter as long as the battle buddy is not a turd.

Good idea only because it helps with teamwork. But you get tired of the guy after being there for 14 weeks.

Don't have a battle buddy.

Don't know, didn't get one.

Assigning OSUT battle buddy teams are okay if you get along with your battle buddy. You should ask the soldiers if they want that, say half way through the cycle.

It's a good idea if they are good friends or work well together, if they don't work good together it's just a distraction.

I am not really sure how the new system works so really I am not able to say agree or disagree.

I don't strongly agree with it because some battle buddies cannot work well together.

The practice can be a double edge sword. It can form a good base of team work and friendship, that can perpetuate into healthy competition and develop good strong leaders. On the other hand, it can create dissention and resentment among the two soldiers which can hamper their military career.

I neither disagree nor agree because I haven't experienced it yet. On the other hand I think it's a good idea because you will gain more confidence going with someone you know from your unit.

I have feelings about both sides. I feel they should because it gives them a shoulder to lean on in times of need when you don't know anyone. I disagree because when you go through basic together and he can't pay attention to detail you know he can get you killed.

I believe that it is a good idea, because in the past few months we here at b150 have grow strong as brothers, and you always need someone you know there with you to the start of something new. But the down fall to that would be if you got stuck with that one soldier has drove you crazy the past few months and not being able to change that. I believe that you must work to the best of your ability with whoever it is, but to do 110% you need to be very close to be a great battle buddy team.

The whole battle buddy thing to me is kind of irrelevant. I do not dislike it, and I do not like it. I also don't know much about it. Either way I am going to have to do personal adjusting.

In someway it is good because you might be close to that person during OSUT. If they are battle buddies in OSUT it would be great. It is a bad thing because 1) that really doesn't give a person a choice of duty station and 2) your battle buddy.

I couldn't answer it because my battle buddy left in weeks.

It is good because we can relate to someone in a new unit. It is bad because the battle buddy may be a bad influence.

## Negative Comments

I disagree because for one your battle buddies at OSUT you might not like, he might not be the army type there could be all kinds of reasons, But I think they should wait until your first duty station for the simple fact they can give you someone who knows whats going on it would be best to have one lost person instead of two.

Because my battle buddy is lazy as hell.

They might not want to go to the same place.

The army assigned my battle buddy to me by alphabetical order, we don't hate each other, but I would not want to spend the rest of the 3 year term working with him.

I disagree because you could get stuck with a jerk, someone who doesn't like you, there are so many possibilities of getting stuck with a bad battle buddie it's not worth having. Not to mention, some of the bad effects; stress, anger, lack of discipline, motivation...Not unless they chose their battle buddy and wanted to go together would it be worth it!

When assigned a battle buddy it's more or less a chore or duty. At first it seems all right, but that's because you don't know their performance. After about a week, you could be picking up their constant slack and covering for their lazy ass. Plus in the army you're always being someone else's battle buddy, just because you might be the only one around another soldier at a certain time. I strongly disagree with being stuck with the same unmotivation soldier a whole military obligation.

Because people on basic training are somewhat immature just like my battle buddy who was very slow and lazy never even swept the bay or did something without being told to. I would not like to be stuck with someone like that very long.

I disagree with the statement because after spending 14 weeks with my battle buddy I would want to kill him if he was my battle buddy for another year.

I think that a soldier needs to experience the army on his own instead of having his battle buddy there to hold his hand.

To me you have to be able to work with others and your next battle buddy might be a whole lot better.

Because my battle buddy gets on my nerves!

I disagree because not all battle buddies get along and people need to meet new people. I agree because they'll know someone in a new place so they'll be more comfortable.

Some buddies may not get along very well! They may have worked to get the job done but being together constantly may cause conflicts!

I disagree because if both battle buddies have bad habits they'll take them to their first duty station.

I think it stifles ones individuality and forces some soldiers into a relationship they would rather not deal with.

No because we should get to know new people better, so we could adapt to others better.

What if they don't get along or have different assignments. Plus change is plus you get to meet more and new people. Experiences with different people along the road of life help to improve yourself.

Well it's hard to agree because knowing someone so long and watching his back every moment can lead to conflict. It also may not give the quieter soldier to do things for his self to gain a greater confidence in his self because your battle buddy may be the one with all the answers. So I do not think it is good. I disagree.

Not good because I think we should meet new people I get to know them better.

No cause I don't like his face.

It could be good if you like the person because you can help each other. It's bad because if you don't like the person they would get on your nerves.

I disagree that assigning OSUT battle buddies together to the same first duty station is a good idea because some don't get along and some do but need to get out and meet others and find out about different people and places.

I disagree because one might be stuck with a buddy he don't like.

Because me and my battle buddy hate each other so that would make my outlook of the military worse.

I disagree because my battle buddy that I have right now doesn't do anything and I always have to do his job and mine all the time.

Some people are hard to get along with and after 14 weeks you are ready to kill them.

I disagree assigning with the same battle buddies we should get assigned different battle buddies.

I disagree because they need to get away from each other for a while!

The reason I disagree is because what if your battle buddy is messed up always out for himself never there for a helping hand always getting in constant trouble playing around instead of getting down to business. If that is the case like example my battle buddy I feel it makes you look bad also for not help squaring him away.

I don't like it at all.

Because they might be total screw ups that will get someone killed one day.

I disagree, because there might be a conflict in Army values and moral or motivation in one of the buddies. Therefore causing a bad atmosphere for a motivated private.

I don't think it is a good or bad idea to assign battle buddies that have the same first duty station together. It is made to have soldiers learn to help other soldiers when needed.

I disagree because for me I'm assigned a person who I never met before. I know he was in my company but from a different platoon. I feel the Army should allow soldiers to have a say in who they would like to be a buddy to their first duty station. Someone they know and get along with. Because putting two guys together just by chance is a nonproductive investment. (usually) I would have liked to have had a say in who I wanted my battle buddy to be. Because I do have friends I've made in my platoon that are stationed in the same unit. But I got some guy I've never met to be my buddy. I have no clue about him and I would have liked to have someone I get along with then some guy I don't know.

Your battle buddy may be what is stressing you out, and they assign you together, you'll end up killing him. Also I think it's important to go your own way after basic training.

I disagree with the question because what I have seen so far in the cycle is that some battle buddy teams can't stand each other. I feel it is very unsafe to bring the two into combat together. They will probably kill each other before the battle starts. That's my opinion.

Well, the assignment of the battle buddies is random and not, therefore a good thing, the assigned battle buddy may be a lazy, troublemaker. How does that constitute a good thing?

Why do I disagree about assigning OSUT battle buddies together to the same first duty unit for my case you might not get along with them and then you would really have a stress problem and another reason everyone knows regular duty is a whole lot more relaxed than OSUT and the battle buddies will get together and just goof off in my opinion. But its all HOOAH! Because the army will teach you how to deal with #0\$@ like that.

I disagree because battle buddies don't always get along.

Battle buddies spend too much time together. Will get to each other over a period of time.

I disagree because your battle buddy in OSUT might have a different MOS than the battle buddy he or she had for the training while in OSUT. That's why I disagree.

I disagree with assigning OSUT battle buddies to the same first duty station. I disagree with because I feel 14 weeks is long enough to train with someone initially. It has given me a chance to see what I would like to do better as a battle buddy and what I would like to see from mine. I feel a new battle buddy would be a growing experience.

I really don't think you need to have your OSUT battle buddy come with you because it's part of life to go out on your own.

You leave to meet new people. If you stay with the same old friends how are you supposed to know what it is like in the real world. It's good to be on an adventure. See new people find out there's more fun people besides one. It also makes you stronger as a man. You should not need anyone there.

No good-don't like, never will.

The two buddies assigned just might not be compatible, and now they're stuck with each other.

What if you don't like your battle buddy? What if you like your battle buddy but you can't say no to him and he's a #%\$@ head and he will bring you down and your glad to have not gotten the same duty station. What if he's an unmotivated loser and then the army sticks him with you and he constantly #%\$@s you over, not good when you are trying to make a good first impression? Finally you already lived with the guy for half a year.

I think truthfully the whole "battle buddy" system is a joke and wouldn't really matter because you'll decide who'll befriend and who you won't befriend, other than that it's alright considering if you weren't squared away in a certain area and he was he could help you out and you the same to him. I think it comes down to big time cooperation. If you don't have cooperation even if you don't like the person then you will probably end up slapping each other around like a bunch of freakin' sissies. I think it teaches you not to be selfish or whatever. In short term it's a decent idea.

Because 11m are the only MOS that has assigned battle buddies. I think when you get to your unit it's time for a fresh start. You need to get in with the unit, not with Joe, like myself. Maybe a PFC or even a specialist. But not no PVT. We both have no clue what we got ourselves into.

Because the army isn't teaching teamwork anymore.

Because most people don't get along with each other and will and will never get along. They may pretend that they will like each other around others but they always will hate each other.

If we did not come to the army with a battle buddy. We should not show up to our unit with one. It is important the people learn how to work with people of different backgrounds and personality traits.

No it takes too much time of my day.

I disagree because you and your battle buddies might not get along. I think you should have a choice if you want to be stationed in the same place.

Battle buddy systems not good.

Because some of us are 11x and we just get put where the battle buddy goes.

There must come a time when every man has stand up on his own two feet. If a man can't stand up for himself, how can he stand up for his buddy?

Not all battle buddies get along well.

I do not like my battle buddy we are fighting everyday.

I strongly disagree. Some battle buddies don't get along from the beginning. Since they are randomly selected, these individuals seldom have little in common and mainly end up in some sort of immediate disagreement. For instance, my battle buddy was five years younger than me, so we didn't have much in common, he was also from California, whereas I'm from Alabama, and therefore again, nothing in common. We started the cycle as agreeable but soon became more acquaintances as the weeks went by. There were just too many differences in our personalities. We're not getting stationed together and I think it's best. He and I just don't want to out, it's not that we don't like one another, we're just not compatible. Anyways, I think the battle buddy system in general is #%\$@. If you toss a group of like individuals together in a training environment at feeding order so to speak, will emerge and a team will solidify, attempting to force this cohesion by way of random catalysts must surely fail and prove ineffective if not counter-productive. Thanks for your time.

I disagree about sending OSUT battle buddies together. Because we need to go out and meet new people. Plus some of the battle buddies: We come here with intentions of someone who can help each other out and be able to take care of their assignments and do them right. But like me I have a lazy battle buddy who has had a hard time adjusting to military life, and doesn't listen to directions, and always trying to get out of work. This is not a good idea.

I disagree because my 1<sup>st</sup> battle buddy left or the one I just got has Ft. Riley in his contract and I was happy to stay here at Benning and now it might change because of this freakin' great idea.

I think you should give soldiers a chance to meet others. Some might not like the battle buddies assigned at basic.

Because if you don't get along with your battle buddy within 14 weeks, you should not get stuck with them for another 6 months.

Because if they don't get along in training they won't on the battle field.

I do not think it is a good idea because of the fact that one can end up disliking one's battle buddy from that one and because of the soldiers discipline or fear of the UCMJ article 15 etc he does not fight or argue with his battle buddy but tolerates him to the end of OSUT. That is just an example one can end up being friends for life best man at his wedding etc. It can go both ways so its better just to leave it as is.

I disagree on the grounds that I am regular army teamed up with National Guard. There was no real explanation of the buddy team system, nor was there any training guidelines for the buddy team!



## UNIT SURVEY COMMENTS

### Positive Comments

Easier to adjust.

yes

Because I would have been with someone from home

I think it would have been useful to have my OSUT battle buddy because we know each other real well and also he knows everything about me and I know everything about him. This is a good thing, because if anything shall happen to either the both of us we know everything about each other and stuff. Also we will feel much comfortable when we come to the unit together.

Since you and him went through basic training together, you have someone to hand with and talk to.

The buddy system is a good idea--BTAP

It helps the soldiers in their adjustment to army life. They can build on each other because they stand on common ground. They shared their initial challenges and faced their new adversities at the OSUT training, in addition knowing at least one new face at a new situation does help greatly.

I agree that it is a good idea, because new soldiers know someone at the duty station. Also, they have someone at their level and knowledge.--BTAP

It's good to have someone you know and trust with you. I trust my battle buddy more than most soldiers on this post. He is always there for me. And I am there for him.--BTAP

I agree that it is a good idea because it is nice to have someone around that knows me and I can talk to and go places with.—BTAP

I think it's a good idea but they should go to the same company--BTAP

They can go into a new unit with someone they know and have trained with. If it's a good unit, they will exceed together. If it's a bad unit, they can look to each other to find motivation and morale.

Because battle buddies will know at least one person in his unit.

I agree it's a good idea through basic but out in the real world, you need to find out what it is like alone. To not let the army set you up for failure, leave and make yourself over at your unit.--BTAP

It feels better going somewhere for the first time with someone you know.--BTAP

I would really agree with it, if the army would have put my battle and I in the same company and battalion! And besides, regardless of what I say or complain about %\$#@ would he done about probably [is this supposed to make sense?]-BTAP

I strongly agree to the battle buddy assignment at first duty unit for the reason that it promotes team work, leadership, and sense of responsibility needed for a good successful future in the army career field.

You come in to a new world with somebody you know. That's good because you will feel comfortable doing things together.--BTAP

I think that the buddy team program is a good practice for the army and the soldiers. Firstly, I think the soldiers would be more motivated to go through basic training together than going to their first duty unit. Motivation is a big key on being successful in the army. Secondly, by people knowing that there is a buddy program in the army will encourage more people to join the army and become soldiers. Personally I really don't care. The army can do whatever the hell they want to do. Everything they think up is retarded, stupid, and dumb, so what is this idea going to hurt.-BTAP

Because he would keep my confidence up and also be there for me if I got a personal problem in my life.

To have someone you know here and not feel so alone.

Having my battle buddy here at the same post has helped a lot. Him being here has given me someone to talk to that I can trust.--BTAP

I agree it's a good program, but at least see what can be done about keeping them together when they are assigned to their post/unit.--BTAP

I agree because it's good to have a friend nearby whenever you get to a new environment to back each other up.

Yes I feel it is a good idea however I also feel that a soldier is going to do what he or she wants to do regardless. What I mean by this is if a soldier is wanting to go AWOL and they have got it in their mind to do just that, no individual or buddy soldier is or will be able to prevent it. Also having a buddy here has not at all lessened my job stress or personal stress. Most of the deep mental anxieties that the army causes can't be dealt with by simply having a "buddy" around. It overall is a good idea but I feel that the

“buddy” that you are going to your regular unit with may not exactly be the person you want to go with. Chances are you just met this person in basic training, and the two of you were probably in different platoons. Hence you are coming to a duty station with really no knowledge of this individual at all. I think that this program would work twice as good if the “buddy” you were here with was your actual OSUT platoon battle buddy. Reason being that you’ve just spent every day with this person for the last four months—you get to know and trust someone when you are watching their back for 4 months in hell.

I do believe it is a good practice, because when you get to your unit you actually know someone. You have someone that you know that you can trust to talk to. Most people that do not come with a battle buddy feel left out because they always stay in the barracks so no one will mess with them. When I arrived at my unit my battle buddy and I went to the same company so it made it easier for me. I strongly agree with the assigning of soldiers with their battle buddies from OSUT.

I never did have a battle buddy in basic. Mine got sent home for bad knees. However I think this is really a good program for other soldiers. That way at least you know someone and you will have someone to talk to when the %\$#@ gets tough. When I first got here I felt all alone. I didn’t have anyone to talk to that was in the same situation as me and as a lil’ ol’ E1. I was for some reason a little intimidated due to the drill sergeant’s stories. I didn’t try to talk to someone and ask the questions I needed to. If I had had a friend my confidence would have been a little higher. SO I think the program is a good one. Now if only everyone could get a buddy.

I think it would have been useful for my OSUT battle buddy to have been assigned to my unit. For the simple fact that for 100 or more days I slept under, walked with, pulled guard with, and talked to. So if he were here it will have been all good.

So we would help each other more, and push each other and motivate each other to meet our goals.

Neither one has to come to their first duty station alone. You or your battle buddy has someone he/she knows. I think that it is a really great idea for today’s army.--BTAP

That way soldiers know someone when they get to their duty station.

Due to the fact that my battle buddy and I have been through a lot of things, he tries to keep my motivation high and get me through the next 2 years. He understands my problems and I can talk to him when needed. So the battle buddy system is a good system to have. Danny L. Spiegel Aco 2/8 Inf.--BTAP

I agree with this statement because being assigned a battle buddy in OSUT and then going to the same duty station together makes it a lot easier to confide in each other since you’ve already spent a duration of time with the person and you know what weak and strong points each other have so you can work together as a team easier.--BTAP

I agree because it is good for someone to have someone else to know when you are going somewhere that you know nothing about. It is also good to have a buddy there to talk to or to ask for help if you may need it.--**BTAP**

To have someone you know, someone you kind of trust, when you are around new surroundings. Also you would have someone to talk to about some personal things.  
HOOAH

Because you have a lot in common and you've been through so much together already.

I don't really care about the battle buddy program but it would be good to come with someone you know.

Because I would not show up to the unit totally alone not knowing anyone like I did. If I had known someone from OSUT I would have an equal to go to. It makes it easier moving into a new place when you already know someone there, even if you don't really like them.

It would have been more useful, so we could have helped each other more.

He knew me better than anyone else.

It gives a soldier a chance to work with somebody he knows and is comfortable with.

I agree that assigning OSUT battle buddies together to the same first duty unit is a good practice for the Army because it gives you someone to confide in: makes you feel not as alone, and it's someone who can help you drive for your goals. It also gives you a chance to work on your leadership skills as well as helping someone else out.

I agree that the battle buddy system is a good idea so when a soldier arrives at a new station, he will not feel alone and will have someone to fit in with.

Because when you get to your first duty station you don't know anybody unless your battle buddy from OSUT is stationed there as well. It helped me out considerably, now I'm friends with everyone.--**BTAP**

It makes two individuals help each other. Sometimes they don't get along but they are still helping each other come together and complete a task.

It's good if they end up going to the same line company but it never works out that way.--**BTAP**

When you have battle buddies with you in basic you develop a strong relationship with him. By coming in a unit with that buddy, you already have a friend who is going through the same stuff as you.--**BTAP**

I agree because you have known him and you have confidence in him more than anybody else. Throughout OSUT he's the one who helps you drive on. Once you get to your duty station, you need someone to help you keep motivated and someone to help you drive on. So yes, I totally agree with having battle buddies in the same post or unit.--**BTAP**

I think it is good because it brings you to the post with some one you already knew.--**BTAP**

It's good to have a familiar face around when you're new and don't know anyone.--**BTAP**

I think it gives a person a chance to have some one they have grown close to during basic training to help them get started on the right track during their first duty station. It also keeps that person in check because they shared the same goals and values during basic training to be the best and to make it through basic training. This creates a special bond and friendship that will never be broken.--**BTAP**

Just so you know someone when you first get to a duty station.

I agree that assigning OSUT battle buddies together because it takes away the feeling of being new all alone. It took several months to start feeling like I belonged in this company and I am glad that I had someone to talk to about this change in lifestyle.--**BTAP**

I agree with the assigning OSUT battle buddies together to the same first duty unit because most soldiers, especially coming out of basic training, don't know anyone and is not familiar with the post. Not only that, but they are not familiar with the town or city. Having a battle buddy traveling with you to your first duty station releases some of that tension and stress of not knowing people and gathering information that was messed up by one or the other.

Because it gives those soldiers someone that they knew and can hang with while meeting other people at the unit.

For someone who never been to the states (like myself, being in Hawaii all my life) it helped a lot as in not getting lost or just to have someone to turn to who you know you trust, without my battle/Ranger buddy, I would definitely be somewhere else. OSUT battle buddies are a great idea.--**BTAP**

I think it builds better morale coming in. You get to your first unit not knowing anyone. I think having a buddy to go in with you just builds security, and at least having someone to talk to.--**BTAP**

I agree because I didn't know anybody here on post except my battle buddy, so I would hang around with him.--**BTAP**

It's good so new soldiers can get oriented to their new company together and help each other when they need help and they can also keep each other motivated.

It would have been useful to have my battle buddy here because I would have done better at my unit than what I have done.

Because we both will have come together and at least will have known someone when I got here, plus help me trust him until I start to trust other people in my company.

I think it is useful, because most soldiers that come to their first duty station don't know anyone and have trouble adjusting to people and surroundings. And to have some one you know, makes it a little easier to handle.

Because he has been with me all the way ever since.

Obviously in OSUT training a certain bond is made between the soldiers. By being at the same unit, spending time together to run around and become more familiar with the post would be easier. Different units have different schedules. One goes to Kuwait one stays. One unit goes to NTC/PINION the other stays. So being together in the same unit would further strengthen the bond.

It probably would have made it less of a challenge. Having my battle buddy here made me and makes me work harder. Gives me competition at everything we do—PT, Rifle lanes, the field. I try to pass him or at least the same level. That helps me a great deal.

Because you spent time in basic training together, it would be someone who you already knew.

He would be useful because we would learn at the same time instead of by myself.

I believe if my battle buddy would have made it to the unit it would have been beneficial because I would have come to Ft. Carson with someone I already knew and experienced some of the Army with. Entering the unit without knowing anyone made it harder to adapt. Having someone you know already to talk to and hang out with at and away from work would have been a great thing to have when first arriving to the unit.

Not only would it have been beneficial to myself as a soldier, but also essential in my determination to progress as a successful soldier with my battle buddy present. The time spent and the commitments made to my OSUT battle buddy were unique and the conditions which these tribulations were conquered, I imagine, could only be recreated, God forbid, in wartime. Motivation was high, to not only reach army standards but also personal and battle buddy set levels of conduct, that as a peace time army, only the theater of basic training allows for the expedience of growth. Although NCOs are there for guidance and a little smoke, only a battle buddy can bring shame on some wrinkle infested ate-up uniform, to ensure the same results perish from daily rituals. I believe

battle buddy assignments are effective and proven, whether or not they were picked from the start or army chosen.

It would have helped in getting orientated with the post and surrounding area, along with the army in general.

To have my OSUT battle buddy assigned to me was I think good. Why? Because it was a good training to look out for your buddy to square another person away, not being selfish. That and you build a great camaraderie.

To help get in the swing of things and help each other through things that you don't understand in your new unit.

I think it would have been a good idea because you and your battle buddy already know so much about each other. Coming to a new place like this is pretty stressful if you are by yourself. It would be a lot more comfortable for both soldiers. I came here with my wife so I was alright but I have been in a situation where I had to go far away by myself and it was not fun at all. Being by yourself sucks.

If my battle buddy was assigned to the same unit I would have an opinion on the matter. I feel if done right it would alleviate the stress new soldiers face when first entering the army. But I don't know first hand because MY battle buddy and I did not go to the same company.--BTAP

Yes, it gives new soldiers a companion to help them adapt to their first unit.

It is a good idea because even if your battle buddy is in a different company, you still know somebody in your new environment who you just spent the duration of basic training with trying to help each other out to accomplish the same goal.--BTAP

It is a good idea because you are not thrown into a unit without knowing someone. But, it also depends on the person you are assigned to. If the soldiers hate each other, then their time in the military will not be a pleasurable one.--BTAP

It is a good practice because they could relate to problems better. They already now each other so they won't feel left out. So that's why it is a good practice.--BTAP

It helped me to feel that I was not alone in coming out here. Also, it gave us a chance to adjust together and to track each others progress at our first duty station--BTAP

It gives the soldiers some thing to cling to. Most of them come straight from mom's house and are lost. This program helped them adapt to Army life. They get to experience it with someone else.--BTAP

I agree because it gives you a familiar face to be around while your still getting to know people.--BTAP

Agree—because it gives you some one that you know in a strange new environment.--  
**BTAP**

I think it's a good idea because a soldier can have someone to talk to and adjust with to their new unit and place of living better than being on his own.--**BTAP**

When you first arrive at your duty station, it's good to know someone. I was able to go places and do other things with them. It helps adapting into the company and platoon.--  
**BTAP**

I believe it's a good idea, because you have someone to relate to. There's someone there that you've already known for 14 weeks of OSUT so that's good. Then it does all depend who your buddy is, he could be a prick or a %\$#@bag, and everybody blames you on his shortcomings.--**BTAP**

It would have been pretty useful because throughout OSUT you kind of had to bond and getting to a new unit with someone you can talk to would have made the transition a little bit easier.

It provides an entry level familiarity at a new duty station. Coming through OSUT together, you already know to look out for each other. It's almost inevitable that you form a bond of friendship through shared suffering. I really can't say since the battle buddy I have at my first station is not the same one I went through OSUT with.

It gives new soldiers not so much to worry about coming to a post or company by themselves. Some people are shy and don't have the ability to meet or make friends right away. So with their battle buddy they at least have a friend or someone they can talk to about things.

I believe it is good because when your friend is there with you, you feel like you fit in more and you have someone to talk to until you get to know other soldiers. This would probably improve the morale and the work that those buddies do.

I personally was supposed to do that, but they messed his paper work up and he got sent somewhere else, but I do feel it is a good practice for the fact that the soldiers show up together and knowing each other already will make it easier to get through those first couple of rough pick on the private weeks. He will have someone to talk about his difficulties knowing that his buddy will keep it confidential and will give him good advice. That is why I think that the OSUT battle buddy program is a very good practice.

I think it would

I think it would

It would have been useful because you have someone who knows exactly what you've been through right next to you helping you every step of the way and vice versa...



I agree because you already know the person from basic so when you got o your next unit you have someone to talk to until you start getting to know everybody.--BTAP

It helps the persons with moving from home and having someone they know or trust to help with the big change.--BTAP

It's a good practice because they can help each other out and they succeed together with the other team.--BTAP

I feel as though it's a good idea because you got to know this person in basic training. Therefore you'll know this person when you get to your unit.

It is a really good thing for the Army. That way instead of one soldier getting lost on the first day of work, you have two people, one might have the right answer to the other's question or problems of their job.--BTAP

At your new duty station you at least get someone that you know and would be happy with until you meet new people.--BTAP

It's a good practice because they get to know each other better. Also they start a new life and they can help each other and succeed in the daily basis like me and my battle buddy did.--BTAP

Basically, it just helps with the transition. It's helpful to have a soldier you already know go to your platoon with you. That way you both square each other away and you don't feel like total outcasts.--BTAP

Because it gives the soldier someone to relate to and with in a new place. It pretty much gives each other someone to fall back on for support.

I had a familiar face to be with me when I got to my company.

It's a good things because you'll know someone going in to your duty station. Then if they don't make it through basic you don't have anyone. I really don't know much about the battle buddy system, so I can't say much about it.

I think it is good to come to a unit already knowing somebody because you are both dealing with the same issues at the same time and you can help square each other away as far as finding your way around and getting used to the company and Army practices and doctrine.

It is good to have a person to help assist you when you're not sure what to do.--BTAP

Lets the battle buddies see a familiar face.

When signing in to the new unit, you at least know one person. This can ease the transition into your new unit.--BTAP

Assigning the same battle buddy to the same unit is great due to going to your unit with someone you know helps you.--BTAP

It gives you somebody that you can relate to when you get to the unit not everybody is new.

Because usually when you first get to your unit you don't know anyone. By assigning a battle buddy you don't have to take the task of getting to know your unit and surroundings alone.--BTAP

So that you feel some sense of belonging.--BTAP

Helps for adaptation at new unit.

I think it is a great thing because when I was separated from my best friend in basic, I still had my battle buddy to help me out.

It would be useful to because it would present you with some form of relief—the feeling of not walking alone into something that is new and scary to most people. The “battle buddies” can relate to each other as to what is going on, how they are feeling and they will help to square each other away.

For sixteen straight weeks my battle buddy and I went through hell, with each other and for each other. Whenever he went through a problem I went through the same problem. Another thing, both of us were African American, and regardless about what anybody says there is racism in this world, in the Army. I didn't want him there as someone to combat racism, just someone who understood the way I talked, why I do certain things, instead of being under the scrutiny of a white man's world by myself. I'm from Norfolk, Virginia, where blacks outnumbered whites heavily. Joining the Army was a huge culture shock to me, seeing Indians, Orientals, even Samoans and things like that tripped me out and he was in the same predicament. We were the same people from two different places. I considered myself a very strong person, not physically, but mentally and spiritually, so regardless I would finish my commitment to the Army, and the choice to reenlist is on no one's shoulders but mine, but having there would've peaked my life.

-Defender of the Free World-

Although I have no personal experience with the battle buddy system, we need to look at this from an objective point of view. On one hand the lack of a battle buddy program could cause a stronger, more mentally fit soldier. Without someone to lean on constantly a person would learn to move without inhibitions. But because this is NOT an army of one, we can learn and prosper from an outside influence. Knowing a person who had the same experiences in basic also helps someone feel more secure and at home.

## IRON RANGERS LEAD THE WAY!

I agree with the OSUT battle buddies system because when a new soldier first gets to his unit he doesn't know anyone and it's always good to have people you know around. Although I myself have learned to dislike my battle buddy from OSUT. Living with him for 7 months turned out to be about 5 months too long.--BTAP

I agree that assigning OSUT battle buddies together to the same first duty unit is a good practice for the Army because they already know each other and how they work together. To keep each other out of trouble.--BTAP

I think it's a good idea so they have somebody they know. But they should have people they have something in common with.

So that they are able to adapt to the unit, knowing they work well together.

Because they know how each other act.--BTAP

I agree with simply because it guarantees the soldiers would know at least one person. It is much easier to work together on any problems. It is good to have a friend along.

It helps them in a sense that they can motivate each other, and already know somebody at the same time. And it also helps as far as finding out when their leaving home for there first unit. [amusing usage of their-there-they're]--BTAP

I agree with the system. It keeps the morale high for battle buddies which chose to be battle buddies. My buddy drinks and is from a different part of the country. Our lifestyles conflict thus the term buddies is inaccurate—but in most cases I've observed the battle buddies are from the same state and sometimes grew up together—that's squared away.--BTAP

When you get to your first unit NCO's and soldiers alike hate new privates. If you send two battle buddies together they at least have one person to talk to. It took me about 3 weeks to even talk to my roommates. My battle buddy helped me out a lot during those 3 weeks. It might just be that I'm at a really run-down unit (Fort Riley) that I experienced such difficulty. Overall I think the buddy team is the one thing the Army has going for it right now.--BTAP

I agree because this will give you someone at your first duty station that you know. If you know someone at your unit, morale will be higher.--BTAP

Agree

I agree, if two soldiers that have been in together since the beginning will be able to motivate each other in any and every way. All men work better with other men when

they fully trust them, the confidence level is sky high. In a way I wish they did scan me first and matched me with a similar soldier. It'll be like there's a shadow over me.

I think the buddy system is a good idea if they end up at the same company. It gives you somebody you know.--BTAP

I agree only on the account that your battle buddies are scared away. If not it's hard to do the right thing. Unless you want to be a loner. Which is the wrong thing.--BTAP

It's easier to trust someone you're close with when it comes to our line of work.

If I had a battle buddy it would benefit me by boosting my morale. Having someone to tell my problems to, he would just keep me in line when I screw up.

Having my OSUT battle buddy assigned to me would have made the transition easier because of familiarity and an already developed cohesion. Adapting to a new unit is easier done when the standards are consistent; as well as learning these standards with a field-proven battle buddy.

It would have been useful because we work well together, know each other better than anyone else, and get along and watch each other's backs.

Because having someone you know is always useful. Also you have done so much other training with him and you know you can count on him (field problems, deployment). You have also learned to communicate with him in many ways and areas. And finally you and your battle buddy have probably talked about things you don't like to talk about with just anybody' i.e., problem, family, friends, etc.

Because we were best friends.

I think it'd be useful. Having a friend with you helps you overcome any fears or anxiety you may have arriving at your new unit, especially in an overseas tour. It could also build confidence.

Well, I think that it would have been useful for my OSUT battle buddy to be assigned with me because he helped me get through OSUT. He was always there when I had a problem or needed someone to talk to, but now it seems like all of that is different, because I don't even see him. I feel that if I was where he was or he is where I am, I could make it through this tour without any problems. Another reason is that I feel out of place with him not being here or me being where he is. My battle buddy, I think is the only person that I will ever really talk to about all of my problems, and I mean very close problems too, but now that he isn't here, I guess I keep to myself.

My OSUT battle buddy was National Guard so had no chance of being stationed together, but another good friend from my OSUT platoon was stationed with me in my current platoon. It has been nice to have someone I know stationed with me for the

adjustment period, but I currently have good relationships with most of my peers in my company. All in all, it was definitely helpful to have another soldier from my OSUT unit with me in Korea.

Because we work well together we know each others weaknesses and strengths, we have made it through a lot of had times and he's a good guy.

It would have been a little useful. Mostly mentally because knowing that your not going alone through everything. Also see were you stand and how much you're grown, by comparison.

Me and friend work good together.

I think it would have a lot. We got close buddies in basic. He knew pretty much my whole life. I would have somebody I could always talk to about anything. If the time came to go to war, I would want him right beside me. I would trust my life to him. I wish we could be together.

There is actually someone there that you know.--**BTAP**

My battle buddy has help out a lot in my job performance and helping with problems. Being at a my first duty station could here been scaring and lonely but, I had a battle buddy. Which help a lot.—**BTAP**

I believe it is a good practice to assign soldiers battle buddies during OSUT, whether or not the battle buddy has a positive or negative affect on the other soldier. For instance, in my case, my battle buddy in basic was a complete negative influence on me, but it didn't really affect me. I wanted to be a soldier, he did not. If anything it taught me how to give time of my own over to someone else and still be able to square myself away. I feel I did everything I could to square my bb away he just didn't want it bad enough. Battle buddies are definitely a key part of OSUT. It teaches you how to relate to other soldiers and how to resolve a problem using teamwork.

I think it is a good idea because going to your first duty unit is a big step as a soldier. In my case, it really was reassuring to know that someone from my OSUT platoon would be going to Korea with me.

Because soldiers come with somebody they probably knew in OSUT so they'll start out with a friend when they get here. even if they are totally different they'll stick together until they meet knew friends.

I feel it is a good practice because when you go to your unit and you know someone it makes the first couple weeks a lot easier.--**BTAP**

I agree because it makes it a easier transition into the army.--**BTAP**

Because it makes it somewhat easier because at least you know someone.--BTAP

I agree that battle buddies should be assigning to same unit.

I believe that the army battle buddy system is a good system because it gives the chance for new soldiers to share the same experiences and talk about them. It also gives new soldiers a chance to get or be comfortable at their first unit.--BTAP

I agree because its cool to know someone when you are the new guy.--BTAP

There would have been one familiar face to know when you get to the unit. Instead not knowing anybody takes a little while for you to be able to fit in.

I think it would have been better because he would be a person I already know.

It would have been better because we already know each other and a lot of things in what we liked and disliked. It would also made an easier transition into unit to have someone you know and trust to a new place.

Me and him were good friends when we first meet and I think he would have liked it here.

It would not have been useful because I had no relations with my OSUT battle buddy, not even sure if I had one.

The reason it would be a good idea to have your OSUT battle buddy assigned is simple. By training with your battle buddy in OSUT you learn about the person and you build camaraderie with the individual. So it would make perfect sense to have you and your buddy go to the same duty station. That way when you're a new guy you have a friend and someone who can help you out threw out your hole army career.

Because coming to a new unit the soldier don't really know anyone so if they come to the unit in a battle buddy team they can help each other out.--BTAP

It would be useful in the fact that this buddy is someone that can be trusted and I know I can fight along side him in battle.

## Neutral Comments, Don't Know, Miscellaneous

I don't think it really mattered because I adjusted well when I came here. It also gave me an opportunity to make new friends faster.

The answer to my question 31 is, "I don't care."

No comment

It wouldn't have made a difference because they would most likely be in a different company and you have to make friends with people in your company. People in your company are the ones you have to live and work with on a daily basis.

It really doesn't matter because I've been alone since I was 15 so I don't need anybody. I only need myself.

He was assigned to me and never talked much so I didn't know very well so feel I can't answer that question

I don't care--BTAP

I have no feeling about it except that if a battle is assigned to someone, they should stay close together. I do not know my battle buddy and don't see him much. We were not assigned to the same company, so he had very little influence on me.--BTAP

In order to be good army practice the battle buddies need to be assigned to the same battalion.--BTAP

I don't think it has any bearing on me at all. The problem with company level low morale is that the soldiers are overworked, underpaid, and using outdated equipment. Every joe wants to be a SGT and it causes undue tension and stress. Nobody is a team player they are only out for themselves. Also, racial tension is high. The races segregate each other and by putting black and whites in the same room isn't going to solve it. Black and white hate each other there is no solution. Yes, we are overworked. 20 hour days, three weeks in the field at a time. I know it's a demanding job but what the hell we are human beings! We need R/R. It's a high risk job. I know my comments and this survey will go nowhere. Its all the army way. Go Army!

It doesn't matter because I wanted to make it through on my own, for once in my life.

I don't have a OSUT battle buddy. I signed up alone.

My battle buddy quit

I made friends, so it doesn't matter if my OSUT battle buddy came with me. If I need to be squared away, my platoon or my friends will take care of me.

-End-

Because whether or not we were, we would have been broken up when we got to our company to different plts. and wouldn't have been battle buddies now.

Maybe if the battle buddies are assigned to the same battalion or company. But in my case we never see each other because of different units. Fort Hood is a big post and 1<sup>st</sup> Cav is a big division.--BTAP

I didn't have an OSUT battle buddy

I can't say anything on the matter because my battle buddy was chaptered out of the army during OSUT training. However, I think it might work with others.

I have no experience in that because I was not assigned to the same unit with a battle buddy

I had no battle buddies so I really can't comment on the subject.--BTAP

Don't care--BTAP

I don't feel it makes much of a difference either way. You meet new people everywhere you go in the army. It's a waste of time planning all this battle buddy stuff out.--BTAP

When I first enlisted in the U.S. Army, I joined on the battle buddy system with my best friend. When we got to the reception battalion we were put in different companies. When I went to basic we were put in the same company. I think it was because of roster number errors. He went to second platoon and I went to fourth. Everyone else who enlisted with a buddy ended up in the same platoon. After OSUT we believed we would both be stationed 11M at Fort Carson, because I had it in my contract. My battle buddy was stationed in Korea. We've tried to dispute it, but keep being told it was not put in our contract. My battle buddy is now having obvious problems adjusting. His morale has dramatically decreased. He has lost rank to drinking. His father is having problems back home with drugs and his health. His home is under surveillance by police. The battle buddy system has definitely screwed by friend.--BTAP

I didn't have a OSUT battle buddy. But my home town best friend is stationed here.

I really couldn't answer this question because I don't have an OSUT battle buddy.

My OSUT battle buddy was a restart. So I didn't spend the whole time with him. I can't relate to the question asked.

I didn't have one in the first place. So it doesn't really matter to me. It would have been alright but my friends aren't the military types, so I don't have a problem with that.



I don't think that it would have been any different because you meet new people who become your battle buddies.

It wouldn't matter either way if my battle buddy was stationed here or not. I am more efficient when I work as an individual. Most other individuals can't stay as focused as I or don't work at the same tempo.

I had a battle buddy when I arrived to my unit. I don't think it would matter if you have a battle buddy. I think there's always going to be someone in your unit who just got there, so they know how it feels to be the new guy. Or there'll be someone who arrived not too long ago and wants to make it easier for you. As far as my battle buddy, I didn't spend too much time with him.

I did not have an OSUT battle buddy, because I got restarted.

Actually I would rather be assigned to his unit (C 3/75 Ranger). But I'm going [illegible] so it really wouldn't matter.

I don't think it should make a difference if your battle buddy is assigned to your unit or not. If he is, that's great that you can work with someone you know and most likely trust. If not, however, you should still be motivated enough to complete your soldierly tasks with efficiency and be able to adapt to changes in your environment regardless if your buddy isn't there to help. Make new buddies.

(No comment) Thank you.

Because I don't get to see him that much, because we aren't in the same company. So its like he is never around. So I don't agree or disagree. Because I see him every once in a while.--BTAP

I can't say my battle buddy did not come with. But I would have to say it depends on how well they got along but in the long run it doesn't matter.

Overall I believe that assigning battle buddies in OSUT is an excellent idea, if it was improved. By reviewing my survey you will find that my battle buddy was a disgrace of a soldier. I, on the other hand, perform above and beyond the standards set for me. Put high motivation with a person who is, as we speak, being chaptered out of the army, well...I'm sure you get the picture. I tried to straighten him out, but he was a lost cause. Back to my opening statement on improving the battle buddy system. One big one: I was not in the same platoon, nor did I even realize until three days until I left Ft. Benning that he was my battle buddy. Clear and simple: ensure that battle buddies are assigned together from the start so they can begin to bond where it's most needed, OSUT/Basic.--BTAP

I don't think it would matter because he can't stop a sgt. from harassing you and calling you names and putting you down. He can't get the sgt. to listen to my problems. He couldn't pick what sgt. I have.

That's it

As I answered, I don't believe having my OSUT buddy assigned to here would have made an impact that would have deterred my current disappointment with the standards set by my unit and the attitude of the soldiers here. Personally, I blame the lack of morale due to lack of leadership in my chain of command. In fact, if it were not for certain individuals who did examples of being a good soldier, I truly believe I would not put forth any effort. I don't dislike the army or the government, merely certain individuals involved.

Non-applicable

I don't think it matters.

It is alright, it was no big benefit to me and my army larrer [??]. We one were different ages so we don't see eye to eye on issues. But don't get wrong he is a good person and has done very well in the army. But all in all I think other issues in the army are more important than the whole battle buddy issue. I pose this question: "The consistence of looking after the all around welfare of the soldier." That question might help you out in understanding how soldiers feel. Thank you and I hope this helps you.

-Nothing further--**BTAP**

My battle buddy went AWOL. I barely really knew the kid. We were in the same company and we were in different platoons. He was about to come in my platoon and he went AWOL. He went AWOL because of girl or family problems. We were assigned battle buddies at the end of basic training and I wasn't that close to him when I got to my unit.--**BTAP**

We didn't stick together once here.

He was assigned to the same unit. He is just in a different platoon.

To whom it may concern,

My OSUT battle buddy was not assigned to my unit or company so it is hard to judge my answers on this survey sorry.

DON'T HAVE AN OPINION

I think it all depends on a person if he is outgoing and knows how to make friends then he shouldn't have a problem. I mean after all we go there as buddies because you (military) think we will be left alone.

I wanted one damn it. The damn army would not give me one. HOOAH.

To me whether or not my battle buddy came with me wasn't very important. I can make friends anywhere I go and have a lot of confidence in myself as a person and a soldier.

He was and he is the friend I am talking about. He is a selfish deadbeat and doesn't care about anyone but himself. Almost everyone has bade morals about women, work, kids, friendship, and caring for others. Don't forget about the foul language, cigarette smoking, tobacco chewing. The army needs a lot of work. I am in Kosovo right now and I am ashamed to wear this uniform because a lot of people have been disrespected and I talk to them and they are not friendly back it's sad. I have went a lot of different places and always made good friends with locals. I've seen the disrespect and it sucks. If I wasn't a PFC some of those guys would pay. I would like to be CID under cover and straighten this stuff up. I love and care about life to sit and not help!!!

Would it or wouldn't it be useful to have you OSUT battle buddy assigned with you to the same unit? You would think it helps out, but really I just think that having someone with you that you have been with for a while will in time get on your nerves. He/she may in ways jeopardize your ability to adapt to your new unit. A better idea would be to have maybe someone from the same OSUT training assigned to your unit. Also if you go to a unit by yourself you seem to adapt a little faster and learn people and things that should be known.

I do not think having my OSUT battle buddy assigned to this unit with me would have made much of a difference at all. Once I was assigned to my unit I made friends just as easily as I did before, so it really didn't make too much of a difference to me.

Well it depends on how you define battle buddy, either by assigned battle buddy or by someone who you considered a good friend. It would have been cool if I could have ended up with a few guys from OSUT training but by them not being here doesn't make me less of a soldier. I've made other friends here that are real good people and good friends.

I neither agreed nor disagreed. It wouldn't have made much difference at all.

It doesn't really matter.

[illegible one word answer]

No comment

Because it wouldn't!

It would be good if it was a friend from home and you liked the guy but if not you don't want to get stuck with a "%\$#@ bag."

It doesn't really matter to me, but I don't like the idea of being responsible for the life of someone else, especially when I have a hard time looking after myself.

I will comment on this question only from theory, and experience through OSUT. The BB system works for only those who can make it work. A normal, average person, from my experience, can only withstand an elongated period of time before tension grows. When tension grows, feelings of anger arise. Several different options of events may follow through these feelings of animosity. But I cannot just focus on a bad side of this system. An advantage is the way your BB and yourself learn one another's body language. In the field of battle this can be very useful. Among the hundreds of reasons of why it can be either good or bad, I cannot agree or disagree because my battle buddy never came this way. I hope this does get read though. So many things go unnoticed in the Army. I hope this will not be among them.

Don't care I'm getting out.--BTAP

I neither agree nor disagree, because it doesn't really matter to me.--BTAP

Because no one takes this program seriously. And basically it is not existent at all in my unit and I totally forgot that I even had a battle buddy.--BTAP

There's good things and bad things with assigning battle buddies to the same station. It's good that you know somebody, but you might not like the guy too much.

It's an alright deal, but if you have someone who was mess up in OSUT. Well, those people want to start over personally. Well they don't want their battle buddy start stuff up from OSUT and make them look like %\$#@bags.--BTAP

For some people it would be a good thing for battle buddies to be assigned to a unit together. They wouldn't be alone, not knowing anyone. For others like myself it really doesn't matter.

I don't know. He didn't graduate due to an injury.

I really don't have an answer because it could be useful or it could be a hindrance. Personally I would have liked to be stationed with my battle buddy because we became friends and he was a squared away soldier. However, there were others that weren't lucky and were paired up with people they didn't get along with or were sub-standard soldiers, which could present a problem. Nobody wants to be stationed with somebody they just spent 14 weeks with who they do not like.

I don't think it matters really. In the army every soldier should be your buddy we all work as a team.

I don't have a good answer to why or why not it would have been useful because my battle buddy and I weren't too close because we weren't assigned till after the start of

OSUT so we already had other battle buddies. Another problem is the army told me I was going to Germany so I was paired with a soldier going to Germany. Well now I'm in Korea and he's in Germany. So now I have a new buddy that I'm real close to.

I never had a battle buddy.

I did not have an OSUT battle buddy. If I did though- it would have been nice to know someone when I first arrived here. In the long run though I think it would have been hard watching an old friend get into trouble. If he was squared away it wouldn't be that bad, but there's no way of knowing that until the time comes for performance.

I think it would or would not be useful to have my OSUT battle buddy assigned with me at this unit because, useful it is because I have someone close I can talk to about anything and not useful just in terms to be able to meet other people.

Don't really matter, didn't really like anybody in basic anyway, I guess.

I had a bad experience with my battle buddy, so I can not judge the program.

I didn't come here w/ my OSUT battle buddy so I don't know. N/A

Well if they get along good, it's a good idea. But if they don't, it's probably a bad idea. If it was my choice I would be with my battle buddy until retirement. He's not only a fellow soldier and battle buddy, he's a best friend almost like a brother to me.--BTAP

I would agree somewhat because I didn't have my OSUT battle buddy here with me so I truly don't know how it would have went.

I agree, if only you can pick who it is, that way you know and like the person making better work conditions and have excellent trust on battle field.--BTAP

NA

I don't think it would make a difference at all. Sure it might be nice to have your battle buddy because you already know each other, but that wouldn't affect who I am, or my performance in the army.

I think it would not matter if my battle buddy from OSUT was here or not.

If he didn't get out of the army in OSUT it would be useful.

Wouldn't have been useful because it doesn't matter this was a bad question and made no sense.

Because I don't really think it would matter if he was here or not because I still think I would of made the same choices.

NO COMMENT

Coming to new country I didn't know anyone are anything around this place. The people that I went through OSUT with I became close to here becoming close like that is hard because after work I just go home to my wife and spend no personal time with the people I work with. First coming here I was afraid and lonely. It took time to get to meet people. It took time to get my wife here. Going AWAL was on edge but I knew that would be a big mistake and impossible.

N/A

## Negative Comments

I did not like my battle buddy.

Not all OSUT battle buddies get along. It was important to integrate with service members already here. A few month adjustment was all I needed to feel accepted.

We'd eventually grow tired of each other's presence.

My battle buddy in OSUT was a broke dick, and never made it out of basic training

We were two different types of people and we tried being professional and worked together great. That is all though, I did not like him. Though I would do anything for him because he is part of my team.

Disagree because 9 out of 10 times you are never linked up with your battle buddy

I disagree because I never liked my battle buddy from day one and I never will.--BTAP

He was tolerable for the four months I was assigned him, but not for the next three and a half years.

Would not have been useful. He was a %\$#@bag.

Some soldiers do not have a choice who their battle buddy is in basic training. If they do not like their battle buddy in basic training, how the hell are they going to want to be with them at their current duty station?

Drill sergeants assign battle buddies randomly in basic. They do not have time nor the means to try to pair people with the same interest up. If you think about it, the program is a waste of time and resources. The foundation, which is basic training, is all screwed up, how do you expect the program to work when people get to the current duty station?--  
**BTAP**

I disagree on the idea of having battle buddies at a duty station. The reason why is, because when the soldiers get to their duty station, they intend to meet other soldiers and make friends with them. And sometimes, the soldiers don't even get to be in the same company nor platoon. So, I believe we shouldn't have a buddy system.--BTAP

My OSUT battle buddy cut his wrist in AIT, that is not sort of soldier we need in 1<sup>st</sup> Cav. I do however hope that he gets his life back on track.

I disagree because the army assigns you a battle buddy you might not be able to tolerate. I think while in OSUT you should be able to choose your battle buddy. Or, better yet, the battle buddy system should be reserved for friends coming into the army together.--  
**BTAP**

Personally, about the battle buddy system things—I thought it was a good idea. Until it failed.

I think that the battle buddy system isn't a very good one. Soldiers don't gain anything from it, just they went to OSUT training together. The only good thing about it is that you know someone already stationed with you, but I don't think the army should continue this program. We're not little kids, we can handle going on to our duty stations by ourselves, we don't need someone to go with. The army is becoming too soft on soldiers.--BTAP

I think it's friggin stupid. I met my battle buddy ONCE and neither he nor I care about this program. Let a new soldier learn the ropes on his own so he can grow a set.--BTAP

I disagree that assigning OSUT battle buddies together to the same first duty unit is a good practice for the army because having one friend that I now from OSUT with me may prevent me from meeting others in my company.

I for one disagree. Because I have only seen my battle buddy about five times since I have been in my unit.--BTAP

First of all I never signed under the buddy program. If a soldier relies on a certain individual all the time he is weak. I try to be independent and not rely on my buddies. Yes, I do have friends in the army, but it is me who's keeping in the army right now. OSUT battle buddy system is cheezy.

I feel it would not have been useful at all for the reason that I could not stand my battle buddy from OSUT training. I would have been even more stressed out than I am now.

I don't think it's a good idea for the army to just pick someone to be your battle buddy because you could be in the situation like I was where my battle buddy was a piece of %\$#@ and did not really care about being in the army.

I disagree, because what happens if your battle buddy goes AWOL and you don't have any battle buddy? The other reason is what happens if you and your battle buddy don't get along. Then you have no buddy.--BTAP

Because battle buddies mean nothing to you if they change and have nothing in common with you as far as where you're from or hobby or similarity of lives.--BTAP

I disagree because it is a waste. I never knew my battle buddy until I got to 11M school and it had no effect on me good or bad.

No



I was sent with a soldier from a different platoon. We didn't even know each other. We really didn't get along living together. We certainly were not a help to one another. Battle buddies are given a hard time at their new duty station, at least here at my duty station. It just gives the leaders another thing to harass you about. It could have been just his [text becomes illegible to bottom of page]

Is not useful

Because my battle buddy and I were not friends. Luckily, my best friend happened to be assigned to my unit.

It wouldn't have been useful because my battle buddy during basic was lazy, fat, and couldn't pass PT test. He was recycled.

It all depends on your battle buddy and how you two cope with each other. I don't see what kind of knowledge you can obtain with this question.

I don't think that it would have been useful because me and my battle buddy got along, but he was in the National Guards, plus we didn't have that much in common.

It would not have been useful for my OSUT battle buddy to be assigned with me at my current unit because he was a %\$#@bag. He stole a check from me and wrote it for \$282.00 and went AWOL 3 times. I don't think he should be in the army at all.

While in basic my battle buddy was a wild man. I am a calm person and try to be a big family man.

Well I don't think it would be useful to me because my OSUT battle buddy did not get along very well, and besides he went to jail in basic training and then was kicked out of the army.

He got on my nerves big time all through BCT. But the guy I joined with would have helped me a lot. He got kickout in the welcoming center because of his arm (it comes out of the socket sometimes)

I pretty much disagree because a majority of the time the two get assigned to a different job anyway. I was assigned a battle buddy from OSUT who wasn't even in the same plt. as I was. Then when we got here he became a gunner (high speed) and I became a dismount. And now I'm getting discharged after one year in the Army.

I disagree because some people got %\$#@bags as their battle buddies and would not care to ever see their battle buddies again.

I disagree with sending battle buddies to the same unit. For the reason being is that, I have had opportunities such as sniper school, different job opportunities that I could not have because of the system. Because the system states that for the first year of your

station you have to stay together job-wise. I really would have liked to attend the school and try new things in my job. That is why I disagree with it.--**BTAP**

I don't see my buddy so what good is it and if you don't like him your stuck with him.--**BTAP**

Because he was as dumb as a rock.

I think it wouldn't have been useful because my battle buddy was ate up.

Well, my battle buddy and I did not get along with one another. But I had come in the army with a battle buddy from home but we were sent to two different units. He had went to 3-7 Inf and I had come here to 3-15 Inf. I would have been satisfied if we were both here.

I think it would be a bad idea if my OSUT battle buddy came with me because I would not get out and meet other people.

I'm in 3-7 INF and he's in 2-7 INF. It just doesn't matter to me. Even if we were in the same platoon, I wouldn't treat him any different from anyone else. I think battle buddies are crutches because it's like holding someone's hand on the first day of school. You're going to meet new people in the military. Deal with it.--**BTAP**

I disagree with the battle buddy program because it causes you to spend too much time with the person. If you can't stand being around someone 24-7 you really hate the idea.

My battle buddy in OSUT had a very negative attitude and I don't think that he would have been able to handle the stress at this unit due to our high deployment rate because of his family and marital status.

It wouldn't be useful. You wouldn't see him or be with him that much. The best thing is to find a buddy when you get here.

It would not have been because we didn't get along very well.

Having my OSUT battle buddy assigned to the same company as me would not have been helpful to me, but rather a hindrance. The reason being that my battle buddy and I did not get along particularly well with one another during basic training. It may have helped in part had he been assigned to my company and I had not known anyone else coming from my OSUT unit, but with the given circumstances it would have just added undue stress upon myself to have my battle buddy in the same company as me.

Because he wanted to kill himself in basic and got out.

Because my battle buddy was ate up.

It would not have been useful to me because me and my battle buddy got in fights all the time.

I disagree with assigning battle buddies because for one, we don't work together. Number two, most people don't like being forced to stay with the same battle buddy, especially if he is completely worthless. It is a waste of time and effort on the Army's part. One would make another battle buddy as soon as he gets to his unit anyway. Those last longer, because we train for deployments, etc. together, instead of learning what military life is about. These buddies are a better compliment to each other, and will work harder to get the job done, because of something called competition. Competition is higher when one gets buddied up with someone from the unit instead of one from basic and OSUT. These are my reasons for looking down upon OSUT battle buddies. Consider the points for yourself.--BTAP

If you don't get along with your battle buddy in OSUT, you probably wouldn't want to see him at your first unit.

I do not agree or disagree with OSUT battle buddies.--BTAP

I would have gotten tired of being around him by now.

I don't think it would have been useful because we didn't get along too well and most of my time was spent helping him so he wouldn't get in trouble.

I don't think it would have helped cause I hated my battle buddy and even if I did he couldn't have helped me like the army or with my breach of contract.

By the end of my OSUT training I was sick of my battle buddy. He was not a good soldier.

It would not have been useful for my OSUT battle buddy to have been assigned with me to this unit because he was just not a good soldier.

It would not been useful at all. My battle buddy was a dirtball who did not complete basic due to medical discharge.

My original battle buddy from OSUT went to Fr. Sill. I came here with an involuntary volunteered battle buddy. He is a piece of %\$#@. I ended up when I first came here in Alpha company and my "battle buddy" was in Charlie company. I was happy in Alpha company and then they said I was moving companies to be with him. I hate Charlie company, I want to go back to Alpha. This battle buddy %\$#@ was a stupid %\$#@ing idea. I feel it was/is used as another way of troubling soldiers with useless bull%\$#@ that nobody cares about. If I wanted a battle buddy I would have %\$#@ing signed up with one of my friends. But since I didn't sign up with a friend or anyone at all it is pretty apparent I didn't want a %\$#@ing battle buddy. But people higher up decided to play god and %\$#@ with people more and more. It's pointless for me to be in this company. My battle buddy has been with me twelve weeks. I should go back to Alpha since I came over here for no damn reason when they knew I wouldn't be with him for

six months. The current system sucks! We should be able to chose to be on the buddy system.--**BTAP**

Disagree, they rarely stay together after OSUT.--**BTAP**

People believe that its another duty to be a battle buddy and wouldn't be fair to the soldiers.

It would not have been useful, because she's sort of a wild man, and I wouldn't know if he'd make good choices or not, but as of now, since I'm doing good, I feel I wouldn't need him, but would've love his company because we speak the same language.

My OSUT battle buddy was a total dick, druggy. So him being here wouldn't been a good idea.

The reason that I didn't want my battle buddy from OSUT is because he pissed me off all the time and I couldn't stand him. He would seriously drive me insane.

## **APPENDIX C**

### **FACTOR ANALYSIS RESULTS**

#### **UNIT SURVEY ITEMS**

**Table B-1**  
**Factor Loadings, Self Ratings**

Item	Loading, Factor I	Loading, Factor II	Loading, Factor III
11a. Level of confidence	.732	-.178	-.168
11b. Motivation	.736	.189	-.344
11c. Satisfaction with the Army	.515	.578	-.254
11d. Ability to get along with others	.513	.265	-.262
11e. Commitment to completing term	.714	.140	-6.826E-02
11f. Job performance	.722	-.322	-.162
11g. Ability to balance work and personal demands	.631	.205	.296
11h. Ability to adapt to Army lifestyle	.774	.136	4.750E-02
11i. Ability to meet physical standards	.551	-.529	-6.524E-02
11j. Ability to meet performance standards	.779	-.407	-8.370E-02
11k. Ability to meet standards of conduct	.739	-.215	-.112
11l. Ability to deal with medical problems	.644	-8.192E-02	.518
11m. Ability to deal with personal and family problems	.620	.113	.620
11n. Adjustment to company	.695	.296	7.138E02

3 factors account for 62% of variance; Factor 1 accounts for 45% of variance.

**Table B-2**  
**Factor Loadings, Buddy/Friend Ratings**

Item	Loading, Factor I	Loading, Factor II
22a. Level of confidence	.802	7.645E-02
22b. Motivation	.817	.358
22c. Satisfaction with the Army	.573	.673
22d. Ability to get along with others	.697	-4.763E-02
22e. Commitment to completing term	.780	.203
22f. Job performance	.831	-8.342E-02
22g. Ability to balance work and personal demands	.791	3.011E-03
22h. Ability to adapt to Army lifestyle	.816	.190
22i. Ability to meet physical standards	.696	-.488
22j. Ability to meet performance standards	.838	-.358
22k. Ability to meet standards of conduct	.837	-9.184E-02
22l. Ability to deal with medical problems	.779	-.284
22m. Ability to deal with personal and family problems	.726	-.125
22n. Adjustment to company	.801	9.408E-02

2 factors account for 68% of variance; Factor 1 accounts for 60% of variance.

**Table B-3**  
**Factor Loadings, Ratings of Buddy/Friend Influence**

Item	Loading, Factor I
26a. Level of confidence	<b>.773</b>
26b. Motivation	<b>.803</b>
26c. Satisfaction with the Army	<b>.706</b>
26d. Ability to get along with others	<b>.805</b>
26e. Commitment to completing term	<b>.847</b>
26f. Job performance	<b>.863</b>
26g. Ability to balance work and personal demands	<b>.818</b>
26h. Ability to adapt to Army lifestyle	<b>.840</b>
26i. Ability to meet physical standards	<b>.781</b>
26j. Ability to meet performance standards	<b>.857</b>
26k. Ability to meet standards of conduct	<b>.861</b>
26l. Ability to deal with medical problems	<b>.835</b>
26m. Ability to deal with personal and family problems	<b>.745</b>
26n. Adjustment to company	<b>.754</b>

1 factor accounts for 65% of variance.

**Table B-1**  
**Factor Loadings, Company and Leader Items**

Item	Loading, Factor I	Loading, Factor II	Loading, Factor III
28a. Current company has a great deal of personal meaning	<b>.785</b>	-1.705E-02	-8.760E-02
28b. The people I work with care about my well being	<b>.783.</b>	-.152	-.146
28c. Soldiers in company will help out with a personal problem	<b>.753</b>	6.020E-02	-.126
28d. I don't feel a sense of belonging to current company	-.364	-.182	<b>.655</b>
28e. I can count on soldiers in company to get the job done	<b>.687</b>	-5.723E-02	4.888E-02
28f. My company works well as a team	<b>.695</b>	-.138	5.149E-02
28g. I get along well with soldiers in company	<b>.603</b>	.100	-.317
28h. I do things outside of work with fellow soldiers	.533	.115	-.314
28i. When someone fails, everyone feels responsible	<b>.608</b>	-.122	.121
28j. Morale in my company is high	<b>.719</b>	-.153	3.049E-02
28k. Company is well prepared for deployment	<b>.599</b>	8.140E-03	.175
28l. People most important to me would be disappointed if I dropped out of the Army	.427	<b>.718</b>	-1.802E-04
28m. I would be disappointed in myself if I dropped out of the Army	.385	<b>.714</b>	8.055E-02
28n. Disappoint battle buddy if I drop out	.479	.524	.136
28o. Members of company look down on soldiers who drop out	.411	.426	.292
29a. Easy to go to company leaders with problems	<b>.667</b>	-.221	8.229E-02
29b. Leaders try to help soldiers stay in the Army when they are having trouble meeting standards	<b>.648</b>	-8.739E-02	4.668E-02
29c. Leaders treat soldiers with respect	<b>.751</b>	-.242	6.602E-02
29d. I am impressed with the quality of leaders	<b>.798</b>	-.165	4.852E-02
29e. Leaders set high standards	<b>.593</b>	-.234	.253
29f. Leaders are interested in my personal welfare	<b>.787</b>	-.175	8.410E-02
29g. Company forces out soldiers who can't meet performance standards	-1.707E-03	9.429E-02	<b>.690</b>

3 factors account for 54% of variance.